RESTAURANTSUSA

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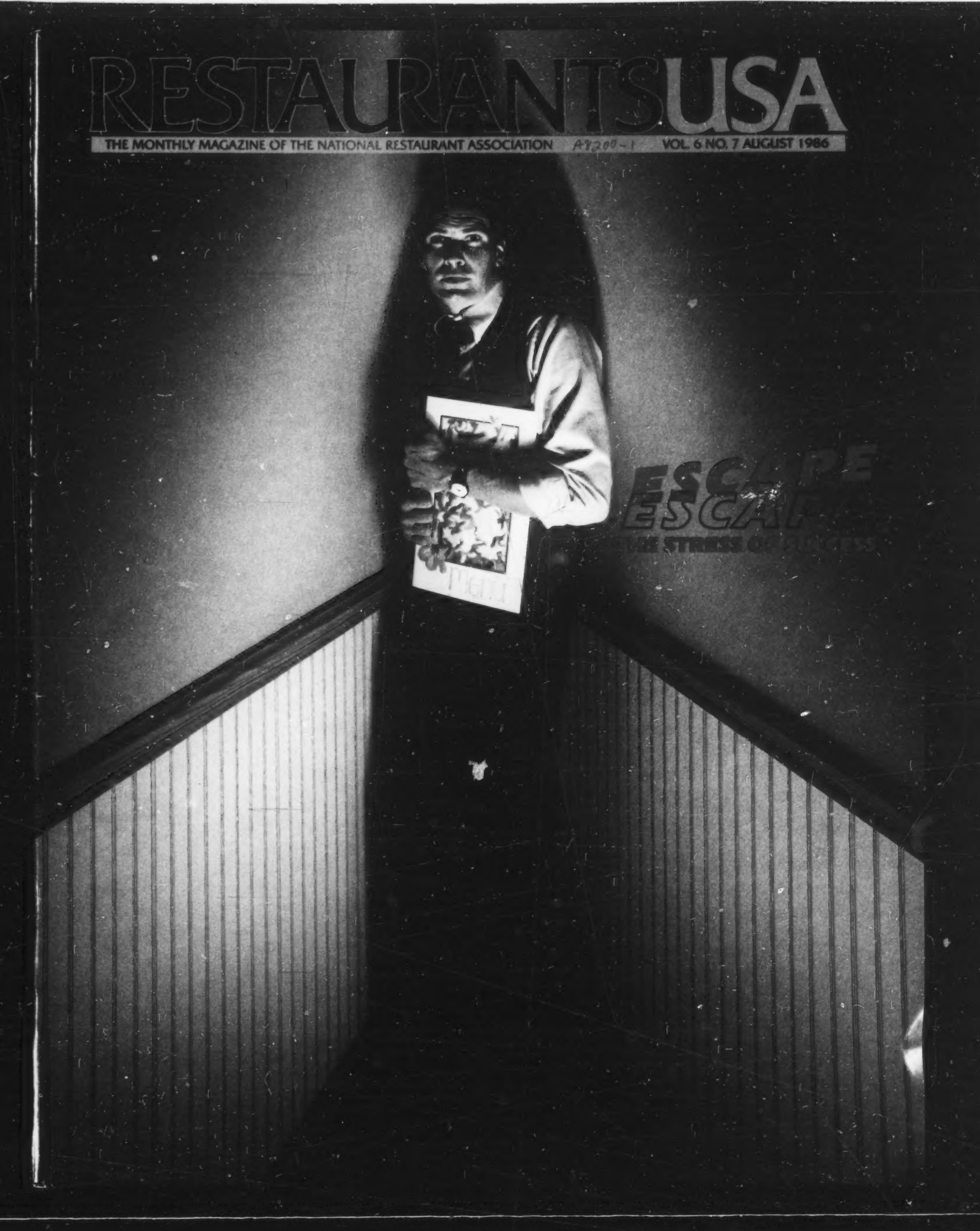

NRA MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management
8/21 Lansing, MI
9/8 Houston, TX
9/10 Oklahoma City, OK
9/15 Atlantic City, NJ
10/9 Williamsburg, VA
10/15 Eugene, OR

Dining Room Management: Sales and Service
8/20 Annapolis, MD
8/26 Lansing, MI
9/9 Houston, TX

Kitchen Management
8/25 Orlando, FL
9/9 San Diego, CA
9/11 Tucson, AZ
9/16 Atlantic City, NJ
9/24 Providence, RI
10/7 Toronto, Ontario, Canada
10/8 Winnipeg, Manitoba, Canada

People-Power and Profits
9/8 Minneapolis, MN
9/30 Annapolis, MD
10/8 Portland, OR
10/16 Worcester, MA

Tools for Training
9/10 New Orleans, LA
10/6 Dallas, TX

Food Production Courses

Perfecting Your Culinary Skills
9/16 Grand Rapids, MI
10/16 Rochester, NY

Simplified Baking Workshop
9/9 Chicago, IL
9/23 Denver, CO
10/7 Burlington, VT

Foodservice Management Courses

Banquet Management
9/15 Toronto, Ontario, Canada
9/29 Knoxville, TN
10/6 Detroit, MI
10/7 Indianapolis, IN

Beverage Management
9/15–16 Atlantic City, NJ
9/23–24 Milwaukee, WI

Employee Motivation
9/16 Atlantic City, NJ
9/18 Cincinnati, OH
10/7 Atlanta, GA
10/9 Ft. Lauderdale, FL

Food Cost Management
9/9 Columbia, SC
9/16 Lexington, KY
9/18 Westchester, NY

Foodservice Operators' Legal Workshop
9/15 Atlantic City, NJ
10/14 Richmond, VA

Menus That Sell!
9/22 Lancaster, PA
10/14 Cape Cod, MA

Negotiating for, and Financing, Foodservice Facilities
8/25–26 New York, NY
10/16–17 Raleigh, NC

STUDY GROUP MEETINGS

Large Independent Operators (LIO)
8/20–22 Toronto, Ontario, Canada

Internal Audit
9/16–19 San Francisco, CA

MIS (formerly EDP)
10/14–17 Monterey, CA

Financial Officers
10/15–17 Williamsburg, VA

Tax Executives
10/15–17 Williamsburg, VA

Quality Assurance
10/22–24 Boston, MA

Market Research
10/8–10 Scottsdale, AZ

Marketing Executives
10/19–21 New York, NY

Foodservice Purchasing Managers
10/9–10 San Francisco, CA

MAFCO
10/1–3 San Diego, CA

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525.

Off-Premises Catering
9/9–10 Baltimore, MD

Operational Analysis
10/6–7 Washington, DC

Planning and Implementing Restaurant Marketing Strategy
9/9–10 Seattle, WA
10/7–8 Phoenix, AZ

Planning Successful Buffets
8/18 Cincinnati, OH
9/3 Atlanta, GA

Real Estate and Restaurant Site Selection
9/8–9 Nashville, TN
10/14–15 Milwaukee, WI

Restaurant Design and Facilities Planning
9/17–18 Vienna, VA
10/8–9 New York, NY

Stress and Foodservice
9/8 Springfield, VA
9/24 Greensboro, NC
9/29 Columbus, OH
10/15 Sacramento, CA
10/16 Burlingame, CA

Wine and the Bottom Line
10/6 Denver, CO

NATIONAL CONFERENCES

National Conference on Marketing, Advertising and Promotions
8/17–20 Chicago, IL

Eleventh Annual California Wine Workshop
9/29–10/3 Monterey, CA

National Conference on Catering
11/16–19 New Orleans, LA

Independent Foodservice Operators' Conference
1/18–21/87 San Francisco, CA

National Conference on Computers in Foodservice
3/8–11/87 Dallas, TX

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Vol. 6 No. 7 AUGUST 1986

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PRESIDENT'S REPORT

G. "Jim" Hasslocher
President
Frontier Enterprises
San Antonio, Texas

No doubt you have read accounts in recent months of government's continued intervention in our business. Unfortunately, there is no end in sight. But there is hope that future policies will reflect the needs and concerns of our industry.

It is through forums, such as NRA's upcoming second annual Public Affairs Conference, that you are able to speak directly to Washington policymakers, giving them the insight and materials they need to develop informed legislation and regulations.

NRA Public Affairs Conference scheduled for September

Be sure to put NRA's Public Affairs Conference on your calendar, September 22–24, Washington, DC. At this year's conference, you will have an opportunity to meet with your members of Congress and listen to key government officials review the current policymaking climate in Washington. Speakers already on the conference agenda include Labor Secretary William Brock, Health and Human Services Secretary Otis Bowen, Senate Budget Committee Chairman Pete Domenici and syndicated political columnist George Will. For more information and to register, see the back cover of this issue of **RESTAURANTS USA.**

NRA works to maintain employee meal deductibility

On the subject of current legislation, NRA is working actively to maintain full deductibility for meals served on premise to restaurant employees. At the association's request, Senator William Armstrong (R-CO) has inserted a statement in the Senate record which makes it clear that the limit on business meal deductions was not intended to cover meals provided for employees. NRA staff continues to monitor attempts to reconcile the House and Senate version of the tax simplification bill.

NRA/IRS develop video program on tip reporting

In other Washington activities, NRA is currently working with the Internal Revenue Service (IRS) to develop a video program for employees called *Tips and Taxes*. Through a conversation between two servers, the video emphasizes the importance of tip reporting and outlines the procedures for making full disclosure of tip income. *Tips and Taxes* will be available through NRA in mid-September at cost of production.

NRA annual report chronicles 1985–86 association achievements

Key association members will find a copy of NRA's *1985–86 Annual Report* in the mail this month. The theme is "NRA On the Move," and the report reviews the tremendous achievements of NRA over the past year. As you read through this year's report, I'm sure you will feel the sense of pride which I felt.

Members participate in hourly wage study

Key members should also have received a special mailing asking them to participate in a survey on average wage rates for hourly employees. If you have not yet returned the completed questionnaire, please do so as soon as possible. Your participation is essential to provide a broad base for this important research project.

NRA conference on marketing later this month:

Last minute registrations can still be accepted for NRA's National Conference on Marketing, Advertising and Promotion, August 17–20, Chicago, IL. This year's conference promises to provide the experienced marketer and the independent operator with current, useful information for building a strong market identity as well as successful promotions. Contact NRA's education programs department to register.

During July, 152 foodservice operators and allied suppliers become members of NRA. We welcome you. Your participation in NRA will make your business grow and make your association function more effectively on your behalf.

Sincerely,

Jim

G. "Jim" Hasslocher
President and Chairman of the Board

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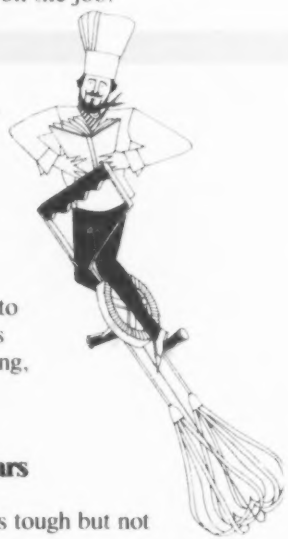

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Cover photograph by Gary D. Landsman

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September 7 is Grandparents Day

Rome wasn't built in a day and neither is a national holiday. But Grandparents Day, the first Sunday in September after Labor Day and September 7 this year, has made considerable strides in popularity since it originated eight years ago.

The National Restaurant Association reports that 20 percent of all American families dine out on Grandparents Day, only nine percentage points less than Mothers Day, the most popular family holiday of the year.

But that was not always the case. When Michael Goldgar—a grandfather himself—conceived the idea for the holiday eight years ago, little did he imagine the extensive lobbying, the drain on his personal finances and the amount of public persuasion he would need to put Grandparents Day on the holiday calendar. But congressional legislation made Goldgar's dream a reality.

The National Restaurant Association has developed point-of-sale materials to help you promote the holiday in your restaurant. To order these Grandparents Day posters and table tents, contact: National Restaurant Association, Communications Department, 311 First St., N.W., Washington, DC 20001, (800) 424-5156 or (202) 638-6100 ext. 245.

NRA table tent for Grandparents Day

More foreign involvement at 1987 NRA Show

No sooner did the 1986 NRA Show end than plans began for next year. Representatives of foreign countries are already starting to tour the new 369,000 square-foot exhibition building, now in its final stage of construction at McCormick Place. It will play host to 13 foreign countries who have committed to having an international pavilion at the 1987 NRA Restaurant, Hotel-Motel Show.

Because of the large size of the new facility, three of the smaller exhibit levels—the #7 concourse and the two floors in McWest—will be consolidated into the new space, which also has plenty of room for additional exhibitors.

"We're excited about expanding into the new building and broadening the market base of the association," says NRA President G. "Jim" Hasslocher.

The participating countries will include Austria, New Zealand, Italy, Portugal, the Netherlands, France, Spain, Belgium, Switzerland, Germany, Great Britain, Australia and Sweden.

Tom Corcoran, NRA convention director (right), and representatives of the Italian delegation discuss the layout of the new McCormick Place.

Too many to count

Let's say a fast food restaurant sells pizza in three different sizes with 10 different toppings. And let's say that restaurant was required to place ingredient labels on the wrappers of the food it sells. How many boxes with different labels would be needed?

The U.S. Department of Agriculture (USDA) says 300, but when National Restaurant Association (NRA) President G. "Jim" Hasslocher cited that figure in an article appearing in *USA TODAY*, angry letters poured in. It is not that people disagree with the association's stand against mandatory labeling in restaurants, but rather they think the figure is wrong.

One budding math genius wrote that anyone who could count knew 858 boxes with labels would be required. Another correspondent suggested 1,028, and yet another, 3,072.

NRA officials admit that they are stumped. Obviously, you start by figuring how many combinations can be put together from 10 different toppings, and then three different sizes means you multiply by three.

How many pizza boxes does it take?

But what about double mushrooms or double pepperoni? Since ingredients are always listed in order of predominance, does a double order mean you need yet another box with another ingredient listing?

Of course, the congressmen debating mandatory ingredient labeling have no idea how many new wrappers their legislation would generate. It is easy to figure how many cups would be needed. Instead of small, medium and large, you would need three different cups for every different drink offered for sale and perhaps three more for water. But how many pizza boxes remains a mystery.

NRA hosts picnic for congressional staffers

Last month NRA hosted more than 400 top aides to U.S. senators and representatives at a summer picnic in the outdoor courtyard of the Russell Senate Office Building on Capitol Hill.

The goodwill gesture was catered by ARA Leisure Services of Philadelphia, PA, and the Senate Restaurant Systems. The luncheon picnic featured freshly grilled brochettes of veal, chicken, beef and lamb; individual picnic baskets of chilled pasta salad, imported cheeses and fresh summer fruits; and take-home bags of Larry's Cookies.

The event, sponsored by the NRA Political Education Committee (NRA-PEC), gave NRA government affairs staff and other industry representatives the opportunity to meet key congressional aides in an informal setting and "show off" some of the industry's best fare.

NRA-PEC (PEC) Chairman Richard E. Marriott called it "an unqualified success" and thanked the more than 60 foodservice suppliers for contributing generously to the Political Education Fund over the past year.

NRA hosts picnic for congressional staffers.

FDA bans sulfites in fruits, vegetables

The Food and Drug Administration (FDA) has banned the use of sulfite preservatives in raw fruits and vegetables (except potatoes), effective Aug. 8, 1986. Sulfites have been linked to as many as 13 deaths and 500 severe reactions, mainly among asthmatics.

NRA has consistently supported a ban on the application of sulfites at the restaurant level, asking NRA members since early 1983 to discontinue use voluntarily.

Public concern over the anti-browning agent has been mounting since late 1982, when reports of adverse reactions became more frequent and received greater publicity. FDA then began reconsidering the "Generally Recognized as Safe" (GRAS) status which had been accorded sulfites since 1959.

In the last four years, FDA has, at various times, commissioned a scientific panel to study the issue, solicited public testimony and received pressure from Congress to take some kind of action. It has considered full bans, partial bans and labeling as possible solutions.

This final rule, published in the *Federal Register*, July 9, applies to all fruits and vegetables, packaged or unpackaged, to be sold or served in their raw states. The ban extends to raw, frozen foods which are simply thawed before consumption—frozen guacamole or certain frozen fruits, for example. NRA recommends that you carefully check with your suppliers to find out if any such packaged food has had sulfites added.

The use of sulfites in other foods used in restaurants—including potatoes—will be addressed in a later *Federal Register* document.

An additional rule, to go into effect Jan. 8, 1987, broadens requirements for sulfite labeling for packaged foods. At that time, any packaged/processed food containing more than 10 parts per million (ppm) of sulfites must be labeled.

The new FDA rules do not preempt existing state regulations. Be sure to check with state and local health officials to make sure you are complying with state and local controls.

Tax bill waits for final approval

Final congressional action on tax reform was just beginning as this **RESTAURANTS USA** went to press. House and Senate conferees began meeting in mid-July to iron out differences between the House and Senate tax overhaul bills and are expected to finish later this month.

Once the conference committee works out a compromise, a conference report will be sent to both chambers for final approval. Acceptance of the conference language is the last stop before the legislation goes to President Reagan's desk for his signature.

Both the House and Senate bills contain an 80 percent limit on deductions for business meals and entertainment expenses, so it is unlikely that the conference committee will make any changes in this NRA-opposed provision. Some technical clarification may be provided, so NRA is carefully monitoring the

conference proceedings.

Also of concern to food-service operators is the outcome of provisions to retroactively extend the expired Targeted Jobs Tax Credit (TJTC). The credit—widely used by restaurateurs—expired on Dec. 31, 1985. The House bill would extend the credit for two years; the Senate bill would extend it for three.

Public Affairs Conference set for September

Labor Secretary William Brock, Senate Budget Committee Chairman Pete Domenici (R-NM), House Majority Leader Jim Wright (D-TX), Pulitzer Prize-winning political commentator George Will—these are just a few of the prominent speakers that will be featured at NRA's Washington Public Affairs Conference, September 22 to 24, 1986, at the Park Hyatt Hotel in Washington, DC.

Conference activities will include presentations by national leaders, panel discussions on legislative/regulatory policy, a congressional reception and, perhaps most important the opportunity to lobby Congress on restaurant issues.

For more information on the conference, see the back cover of this issue or contact the NRA Government Affairs Department in Washington, DC, at (800) 424-5156 or (202) 638-6100. The conference fee is $175 and does not include transportation or hotel accommodations. Space is limited, so early registration is advised.

New bill proposed for family, medical leave

The House Education and Labor Committee approved bill H.R. 4300 in June which would require employers to grant their workers up to 18 weeks of unpaid parental leave every two years and 26 weeks of unpaid disability leave each year if an employee is seriously ill. Combined parental and medical leave could be limited by the employer to 36 weeks per year.

Employers would also be required to guarantee leave-takers' reemployment in the same position or an equivalent one and to continue health insurance coverage. Employees who elected to continue health insurance would have to contribute the same portion of insurance premiums they did when working.

The legislation, which has also been introduced in the Senate (S. 2278), is opposed by NRA and other business groups. NRA believes that parental and disability leave is an excellent employee benefit, but the federal government should not be allowed to mandate which benefits an employer will provide. The legislation would be especially burdensome for small firms.

H.R. 4300 may be considered on the House floor before this session of Congress ends. The Senate bill is not moving as quickly and may not see action this year.

Polygraph bill now in Senate

Lie-dectector tests would be banned for employment purposes if bill S. 1815, approved by the Senate Labor and Human Resources Committee in June, becomes law. The bill would prevent employers from requiring, requesting or suggesting that employees or prospective employees take lie-detector tests for any purpose. The only exception would be those in the private sector who have access to classified information, such as contractors working for the Department of Defense.

NRA and other business groups oppose the bill, believing that lie-detector tests help screen employees for theft and drug use.

A similar bill was passed by the House in March. The House bill, which exempts a greater number of employers—day-care centers and nursing homes, for example—was challenged on the House floor by a compromise bill supported by NRA. Instead of outlawing polygraph testing, the compromise bill would have established procedures for the licensing of polygraph examiners and would have specified the types of questions which may be asked in tests. The compromise bill did not pass.

A number of senators who feel S. 1815 is too far-reaching will try to prevent the bill from reaching the Senate floor.

Four states institute fast food disclosure

Certain fast food companies in at least four states have recently been asked by their state's attorney general to institute some type of ingredient-disclosure programs in their restaurants. Three more states are said to be considering similar action.

Five chain operators in Texas and California have agreed to post signs in their units announcing the availability of ingredient information. In Louisiana, five chains will begin providing point-of-sale ingredient and nutrition information within the next few months. And in New York, negotiations are under way with individual chains to bring about disclosure. Some of the push behind these state actions comes from the Center for Science in the Public Interest (CSPI), a Washington-based consumer group.

State action on the issue coincides with the recent introduction of two bills in the House and Senate which would require ingredient labeling for packaged fast foods. NRA believes that although concerned consumers should be able to find out what is in the food they eat, mandatory labeling is an unworkable solution.

The McDonald's Corporation recently published a 37-page booklet detailing both ingredient and nutrition information. It becomes available for distribution to concerned customers in all McDonald's outlets in mid-August. Burger King, Wendy's, and Kentucky Fried Chicken also have announced plans to provide this kind of over-the-counter information within the next few months.

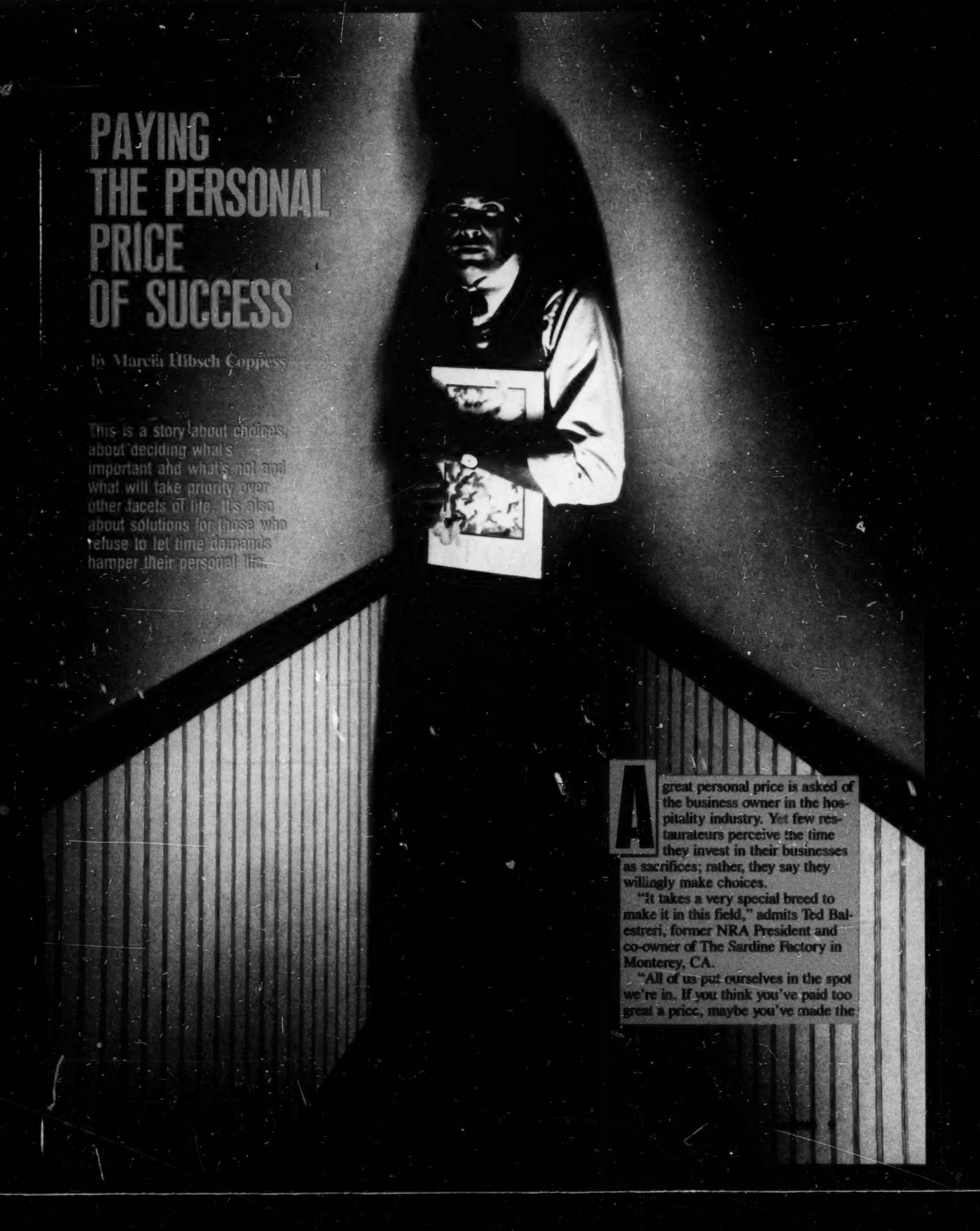
An NRA task force continues to monitor state and federal activity on the issue. In late August, NRA will testify before an FDA advisory committee considering the issue of ingredient labeling.

—Jay Morris
—Denise Roach

PAYING THE PERSONAL PRICE OF SUCCESS

by Marcia Hibsch Coppess

This is a story about choices, about deciding what's important and what's not and what will take priority over other facets of life. It's also about solutions for those who refuse to let time demands hamper their personal life.



A great personal price is asked of the business owner in the hospitality industry. Yet few restaurateurs perceive the time they invest in their businesses as sacrifices; rather, they say they willingly make choices.

"It takes a very special breed to make it in this field," admits Ted Balestreri, former NRA President and co-owner of The Sardine Factory in Monterey, CA.

"All of us put ourselves in the spot we're in. If you think you've paid too great a price, maybe you've made the

wrong choice," adds NRA Director Steve Elmont of Creative Gourmets, Ltd. in Boston, MA.

What inspires those who choose this career, knowing that nights, weekends and holidays will not be their own?

Why they pay the price . . .

"Successful people, especially self-employed people, get tremendous satisfaction from building up a business or taking on a new challenge," says Wayne Resnick, Ph.D, of Potomac Psychological Resources in Alexandria, VA, who frequently works with entrepreneurs.

"Once that fire of ambition is lit, a lot of them start building skills that will eventually become a powerful business machine," says David L. Charney, M.D., medical director of Roundhouse Square Psychiatric Center in Alexandria, VA. "Money is only the superficial measure of success; The essence of what they seek is respect and approval from themselves and others."

Dr. Charney adds that most of the successful people he counsels thrive on adversity. "They love taking seemingly insurmountable challenges and, by the forces of their skill, character and determination, pull off one success after another. Their self-esteem comes from doing the impossible."

Of course, it's hard to accomplish the impossible in 40 hours a week. And life gets even more complicated when the restaurant operator adds a spouse and family into the schedule. With all the urgencies pressed upon him every day, how does the restaurateur find time for family, friends and recreation? Decisions often vary with age and the security of the business.

Getting started takes time, hard work . . .

Some operators, especially the younger ones, postpone marriage and family until they are established. They seek out friendships with other restaurateurs who share a similar schedule and temperament to avoid the distractions and conflicts that can arise when priorities are different. But once they achieve some professional goals, they are interested in developing a personal life more in line with the social norm.

"The focus of my life has been my career," says 28-year-old Mary Sue Milliken who, with Susan Feniger, operates The City Restaurant and City Border Grill, both in Los Angeles, CA. "My career has meant so much to me that missing a movie or not seeing a concert along the way just hasn't bothered me," she says.

Feniger, 33, adds, "My incentive was to imitate the kind of apprenticeship many European chefs receive from their early teen years. So I chose a game plan that called for me to work as long and as hard as I could for the first 10 years."

Both women sought experience and training above all else. They gladly worked 14½-hour days, often for very little money. At one point in her training, Feniger worked in the kitchen of the three-star restaurant, l'Oasis, in the South of France. Her $1,000 stipend for that period (11 months) amounted to only 25 cents an hour.

"I made the decision that money wasn't important," she states simply. "After graduating from the Culinary Institute of America, I could have gone into hotel management where the money was or to a small restaurant where I could learn from a skilled chef. I chose smaller restaurants and traveled from one to another, staying about a year at each one. Nothing in my life was more important than the goal of learning all I could as fast as I could. I even gave up reading novels so I could spend more time reading cookbooks.

"All this work has been okay with us because we're young," says Feniger. "But we both feel it's important to find a balance in life. Now that we've become more secure in our professional lives, we encourage each other to be out of the restaurant as much as possible. The work ethic that says, 'If you're not working 18 hours a day, you're not working' is no longer necessary."

Milliken adds, "It's becoming clear to me that if I have other parts to my life I can work better, be more productive and even act more human."

Now that the restaurants she shares with Feniger are getting on their feet and she can relax a few hours more per week, Milliken says she would consider fitting a family into the scheme of her life. "But I won't give up my work. I'm going to do it all."

"I sometimes wake up before it's light outside and lie in bed wishing time would pass faster so I could go to work."

Juggling work and family . . .

Some restaurateurs are already doing it all, juggling their business with a marriage and a family.

"You just spend the remaining four hours a day with your family," says NRA Director Thad Eure, owner of The Angus Barn in Raleigh, NC, who has been married for 32 years. "The only way I know to stay married in this business," he observes, "is to have an understanding spouse who supports what you do. Sometimes you feel guilty about all you neglect. But your family has to understand that both family and business share the number one spot in your life."

Eure adds, "I sometimes wake up before it's light outside and lie in bed wishing time would pass faster so I could go to work. In order to make it in this field, you must develop a love affair with your business. Then, the time you invest and the crises you face aren't a problem. They're just part of the fun."

NRA Director Walter Conti, owner of Cross Keys Inn in Doylstown, PA, agrees. "Succeeding in this business requires a solid commitment of 10 to 20 years. The work doesn't end after that, but the load lightens.

"Today's parents must think about things we didn't have to consider," Conti adds. "We didn't wonder whether to go to a son's football game or to work. We went to work, and there was no guilt about missing the game. Now there are more demands on parents to participate in their children's day-to-day lives."

Marcia Hibsch Coppess is a freelance writer in the Washington, DC, area. Her last article for **RESTAURANTS USA (NRA NEWS)** *was "Dietary Schizophrenia: Is America really counting calories?"*

Dr. Resnick agrees that today's hardworking father has new pressures his father and grandfather didn't have. "The father's role is changing as society adjusts to women at work and other factors," he says. "Fathers are now expected to be more active participants in school, housework and parenting without changing the amount of work they do on the job or the money they bring home.

"Kids feel a greater loss today, too," he says. "Even if they get far more attention from dad than previous generations did, they are exposed to super dads on television and hear about attentive dads at school. So fathers get pressure from their kids."

Restaurant operators have found many solutions and compromises to raising their children. Ted Balestreri, for example, took his eldest son on some cross-country meetings during Balestreri's tenure as NRA president.

"Rather than trying to separate the time I needed to spend working and the time I wanted to spend with my son, I combined the two," Balestreri says. "My son was 12 years old while I was traveling, and he immensely enjoyed all he saw. Now when I discuss something at home he knows about the issue and feels involved."

Conti had his own combination of loyalty to job and fatherly attention. "I wasn't always at my son's preschool shows, and I didn't always make it to the Little League games," he says. "But maybe the next day we had a special little breakfast, or we played catch and discussed his game for a while before I went to work. I did anything to let him know he was special."

"One absence doesn't make the difference," notes Dr. Resnick. "It's the pattern of a child always being second to the job that a child notices. Individual events are less important than making it clear by one's behavior that the child and his activities are important."

Having a partner helped Eure give his family the attention they periodically needed. "When we really needed to get away for family affairs or time off, my partner and his wife could carry the load for a while, and we could do the same for them. Having a partner enabled me to spend time with my children," he says.

The casualties . . .

Unfortunately, not all partnerships work out, even those between spouses. Jackie Etcheber, of Jackie's in Chicago, IL, found that the price of success included the dissolution of her marriage. According to Jackie, as her success grew from a taco and sandwich shop to a restaurant that *Chicago* magazine called one of that city's new highlights, her obvious success pulled her and her husband apart.

"It had mostly to do with the attention I was getting, the competition between us and his jealousy," Etcheber believes. "In the last few years I have grown up and matured. I developed my concept, my ideas, my confidence. It's hard for a woman to be successful and a man to follow behind like a shadow." Although they went to marriage counselors and psychiatrists, the Etchebers could not reconcile. They now operate separate restaurants.

Some other operators with spouses not in the business have not fared much better. They report that jealousy was not of the spouse's success, but of the spouse's love for the business. "My business is my first love," one operator said, "and my wife could not stand the competition."

But jealousy isn't the only threat to a restaurant family. Too much work and no play, especially among couples who work together, can strain a marriage—and a business—to the breaking point.

Dr. Resnick suggests that a working couple have "home rules" about shop talk after hours. For instance, those rules might be: 1) never discuss work after 10 p.m., 2) never discuss work in the bedroom and 3) never discuss work in the car on the way home.

Olga Ertesnek, who with her husband, Jan, founded the Olga lingerie firm, found that her husband had trouble separating home from work. She solved the problem by fining him 25 cents for every word he spoke about work after business hours. She doubled the fine on Sundays until she broke her husband of the habit.

Some young restaurateurs find that the attraction of the business is too much to resist, so they put off marriage and family for a few years. Alan Armstrong knew his wife for 10 years before they married. The last six years were Armstrong's first years as owner of Tiffany Center Square in Center Square, PA.

"We lived on the third floor of the restaurant for the first five years of our marriage," recalls Joan Armstrong. "And we put off having children until Alan could be home more. Then we moved three country miles from Tiffany Square. So, although he still works long hours, Alan often fixes breakfast for the kids before he goes to work. Our daughters have a pretty solid idea of who dad is."

Not everyone has the stamina to outlast years of dues paying. "If you're a superstar and can reach a high level at a young age, that's great," muses Renee Loustaunau, who spent more than a decade in the restaurant business, including three years as dining room manager at Les Champs in the Watergate Hotel in Washington, DC, and two years running an oyster bar in The French Quarter in New Orleans, LA.

"But if you aren't a star, the industry can just chew you up," she continues. "At 38, the hours started to kill me. I wasn't a kid anymore. I saw 23-year-olds coming up in the business with the stamina and guts to make mistakes and keep coming back for more. They beat their way to the top because they had the energy. I couldn't do it anymore. But what was most discouraging to me was seeing those with better jobs than I and realizing that, though they made more money, they had even worse schedules and more interruptions in their lives."

Loustaunau now works at an IBM subsidiary and says, "I haven't looked back since I left. When I was in the industry, I didn't know that some people came home feeling like doing anything more than collapsing. Now I sometimes walk in the door and think, 'Wow, I can make plans, see friends, or go out.' I have a life outside my livelihood."

Not everyone is able to walk away from a career as Loustaunau did. "Most ambitious, entrepreneurial people won't give up until they're almost forced to," says Dr. Charney. "Unless they are faced with a critical domestic situation, like a child on drugs or a wife who leaves them, younger successful business people seldom seek help.

"Until a businessperson is in his mid-fifties, he's typically not interested in listening to solutions. He's too busy and hasn't developed a sense of accomplishment. The exception is a person of any age who encounters a difficult situation and is able to overcome his need to operate

as a lone wolf. That person is usually very successful with solving personal problems and keeping his professional life on track."

Suggestions for warding off conflicts. . .

To ward off personal and professional conflicts, here are suggestions from restaurateurs and psychologists on how to balance your family life with your business:

- Understand your commitment and priorities. Where does the job fall? The marriage? The children? Are you comfortable with the current arrangement? If not, take small but specific steps to change directions.
- Discuss with your spouse the amount of time your job requires and what is expected of you at home. Then arrange your schedule to accomplish both obligations.
- Limit the number of hours you work at home. When you are home, be *home*.
- Celebrate holidays together, even if it means that Christmas falls on December 26 and Mother's Day is on a Monday.
- Live nearby to reduce commuting time.
- Be willing and ready to slow down and enjoy your success when it comes. Take a day off once you have a well-trained staff.
- Become involved in school activities. Sponsor a field trip to your restaurant for your child's class. Host a pre-game meal or an awards banquet. Or let your child take you to school for "show and tell". That's what Alan Armstrong did. He became chef-for-a-day and made ice cream for his daughter's pre-school class.
- Involve the family in restaurant celebrations. Host a dinner for them on the restaurant's anniversary or invite them to the opening of a new operation.
- Schedule time for yourself and your family just as you schedule meetings with your managers and vendors.
- Avoid using drugs, alcohol and caffeine as relaxants or stimulants. They will only make matters worse.
- Invite the children "to work and dinner with daddy" once or twice a year.
- *Need* your spouse. Be willing to ask for a shoulder to cry on, a person to celebrate with and a confidant to turn to for advice and ideas. Don't carry the load alone. ❑

VIEWPOINT

by Harry Klingeman

WELLNESS THROUGH EXERCISE DOES WORK

I am not an exercise junkie addicted to keeping physically fit. I am a restaurateur just like you. Seventeen years ago I graduated from Michigan State University as a skinny kid weighing 133 pounds. I started a career in the restaurant industry, and soon my weight ballooned to 190 pounds. Not only was I fat for my build, but I also smoked 2½ packs of cigarettes a day and became a workaholic. My life was out of control.

I ate, smoked and worked in a constant cycle until I discovered exercise, which helped me take control of certain aspects of my life—my time, diet, appearance and self-awareness. I started to run and quickly lost 25 pounds. I then became more serious about my running, and for eight years have maintained a weight around 145 pounds. Although I now enjoy exercise on a competitive basis and have completed numerous marathons and triathlons, my real motivation is to stay healthy.

Staying healthy in our business is not easy to do because of demanding schedules and our passion for food. A regular program of exercise can help bring our lives into balance by building general fitness, improving alertness and stamina, reducing tension, increasing cardiovascular efficiency and helping control weight. Even if you are naturally thin, you should still exercise for your heart, lungs, muscle tone and flexibility.

In addition to these physical benefits, there are very positive mental benefits. As our body physically responds to a fitness program, our mind responds with renewed hope, self-esteem and confidence, which carries over into other aspects of our lives. During exercise, the mind is free to wander and take a needed escape from work. Creative thoughts are unblocked and often when I run it seems like new ideas appear from thin air. When balanced with other personal and professional activities, exercise allows life to feel whole, which leads to the most important goal in life—peace of mind.

Harry Klingeman, today, versus 11 years ago before he discovered the benefits of exercise, inset.

How much, how often? . . .

It doesn't take a lot of exercise to get these very important benefits. Studies show that aerobic exercise three times a week for a 30-minute duration physiologically induces cardiorespiratory fitness. That's the minimum goal; the maximum is five times a week since little extra is gained by exercising more than this amount.

The aerobic activity you choose must use your large muscle groups and large amounts of oxygen, and it must be continuous. You can try brisk walking, running, swimming,

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hiking, cross-country skiing, rowing or aerobic dancing as long as you maintain your optimum target heart rate. This rate is generally computed as 70 percent of 220 minus your age. Therefore, a 40-year-old man, for example, would try to elevate his heart rate to 126 (70 percent × 220 − 40).

Non-aerobic exercises and sports, such as social tennis, baseball, golf or weight lifting, will develop muscles, tone the body and improve flexibility and balance. However they will not vigorously exercise the heart and lungs nor burn many calories.

What type of exercise? . . .

The range of exercise options is vast. The choice is up to you. The library and magazine shelves are filled with how-to books on all types of exercise. With the rapid growth of health clubs, YMCAs and YWCAs, fitness centers and hospital-sponsored exercise classes, there is really little excuse for not starting. The only precaution you need to take is to make sure you are physically able to proceed with high-intensity exercise; a doctor's examination is therefore a necessary prerequisite.

Overcoming obstacles . . .

The biggest obstacle to starting a fitness program is fear of change. Many people hesitate to begin exercising because they feel embarrassed. Of course, it is tough to start, but the short period of feeling awkward is nothing compared to the long-term benefits. It may take a few weeks to feel the improvements, but remember, you cannot correct years of neglect overnight. Once the improvements begin, one of the most significant changes you will feel is increased self-esteem. This newfound confidence then becomes a strong motivator to keep going.

If you lack self-discipline, perhaps beginning with a friend will help: Mutual support and motivation make it easier to continue. For somebody just starting out or wanting to maintain any exercise program, regularity is the most critical factor—not duration or intensity. Whether you begin with a friend or go it alone, measure your progress. You can buy an inexpensive log book at any sporting goods store. Simply jot down how much exercise you do on any given day and identify any particular feelings you may have. My first log entry said, "Ran a half mile, walked a half, ran a half. Thought I'd puke and die." A month later for the same distance I wrote, "Ran 1 ½ miles without stopping. Beautiful warm day. I feel great." The difference between the two is dramatic but not unusual. Exercise becomes easier over time, and the positive feelings increase. By recording my distance and my impressions, I was able to measure my progress and could not deceive myself about missing workouts.

Exploding the myths about exercise . . .

Some people do not begin an exercise program because of misconceptions and myths. Here is a look at some common stumbling blocks.

1. Exercise is a cure for everything. This is not true. Although exercise is good for your health and will allow you to look better and feel better, it will not perform miracles. Don't expect the impossible.

2. Exercise is boring. How you feel about your exercise program depends on you—not the program. Although exercise is work, most individuals talk about the satisfying, enjoyable experiences they have had exercising. Not only is there satisfaction from the effort but also there is often an increased awareness of yourself and the beauty of nature. My log book is filled with references to quiet mornings, beautiful sunsets, the smell of fall, warm breezes and so forth. Certainly this enjoyment of nature is never boring, especially for those of us who spend long hours indoors.

3. Exercise is painful or it will hurt me. Most activities carry risks, and exercise is no exception. Many sports injuries, however, come from weekend warriors who are basically out of shape and exercise infrequently. A steady, regular exercise routine will protect you against unnecessary injury by increasing your strength, flexibility, endurance and tone. Injuries also can result from trying to do too much too soon. By alternating stress and rest (an intense pace with a more relaxed one), many of these overuse injuries can be avoided.

4. I don't have time to exercise. Certainly the top-notch competitors spend a great amount of time exercising. However, for most people to find a few hours a week is a simple matter of setting priorities. The time spent exercising is an investment that can add years and zest to your life. It is so much easier to give to someone when you have already given to yourself. Resentment of the demands others place upon you melts away because you have already enjoyed your special time.

5. I'm too tired to exercise. Our industry requires long, active hours, and this chronic wear and tear drains our energies. However, most of the fatigue we feel is mental fatigue, not physical fatigue. By devoting a little energy to exercise, you will actually gain more energy. Studies show that exercise activates your adrenaline system, which makes you more alert. Exercise also increases the metabolic rate and produces endorphin hormones, which are mood-altering substances that act as a pick-me-up and improve appetite control. I often break up a 12-hour shift with a short midday run. A typical log entry reflects my enhanced mood: "Nice to be out of the kitchen, enjoying the fresh air. Feeling alive and restored, ready for the evening rush."

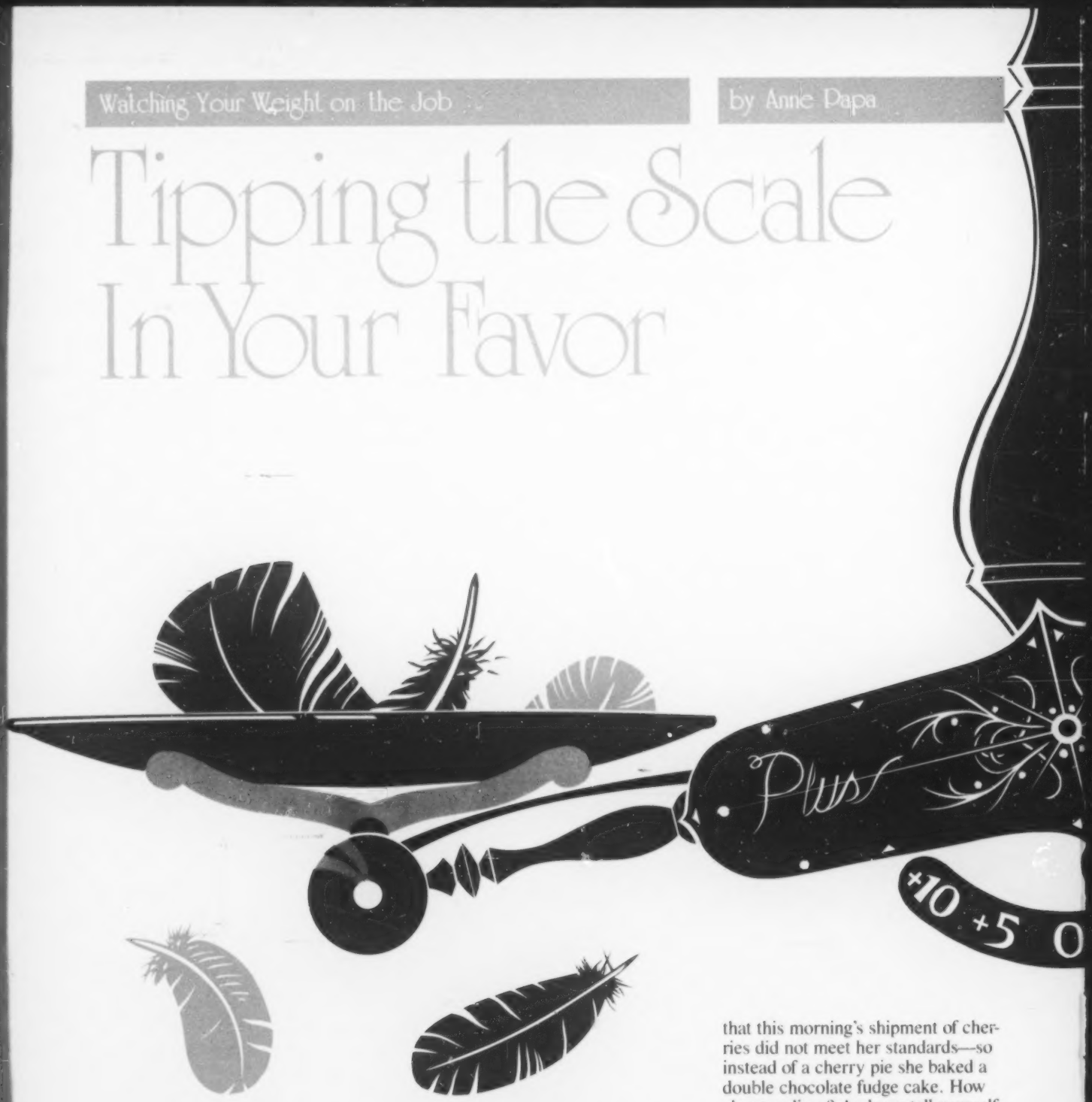
Another typical entry indicates how exercise can be a balancing factor from the chronic stress of the restaurant. "Great bike ride after a hectic, frustrating and tiring day." I'm sure that bike ride was no better or worse than any other but it just seemed great because it provided needed balance and a special time for myself.

6. Exercise won't work. When considering an exercise program, you must think long-term. There is no such thing as overnight success. People sometimes quit exercising because they become frustrated by the lack of immediate results. You simply cannot change the habits of a lifetime overnight. It's a constant process of improvement. Take joy in the process and remember, the tougher the first weeks, the greater the satisfaction and enhanced self-esteem you will enjoy later. Rest assured, you will see welcome changes if you exercise. My own experience is a testimonial. ❑

Watching Your Weight on the Job

by Anne Papa

Tipping the Scale In Your Favor



Today is the day, you swear to yourself as you enter your restaurant, that your diet begins. Today you will steel yourself against the aromas of freshly baked breads and rich, exotic sauces that permeate the kitchen. Today you will pass the chef's dazzling display of desserts without even a sideways glance.

But then you walk into the kitchen. Your chef insists that you sample his special version of beef stroganoff before it is introduced on the menu. As you help yourself to a slice of bread with which to soak up the extra sauce, your pastry chef informs you that this morning's shipment of cherries did not meet her standards—so instead of a cherry pie she baked a double chocolate fudge cake. How about a sliver? And you tell yourself while tucking a napkin under your chin, tomorrow is the day . . .

Temptation at every turn . . .

Under the best of circumstances, watching your weight is no picnic. But for the foodservice operator, whose very livelihood depends on the service of food and drink, the challenge of weight control is increased tenfold. Restaurateurs—as well as chefs, bartenders and servers—are

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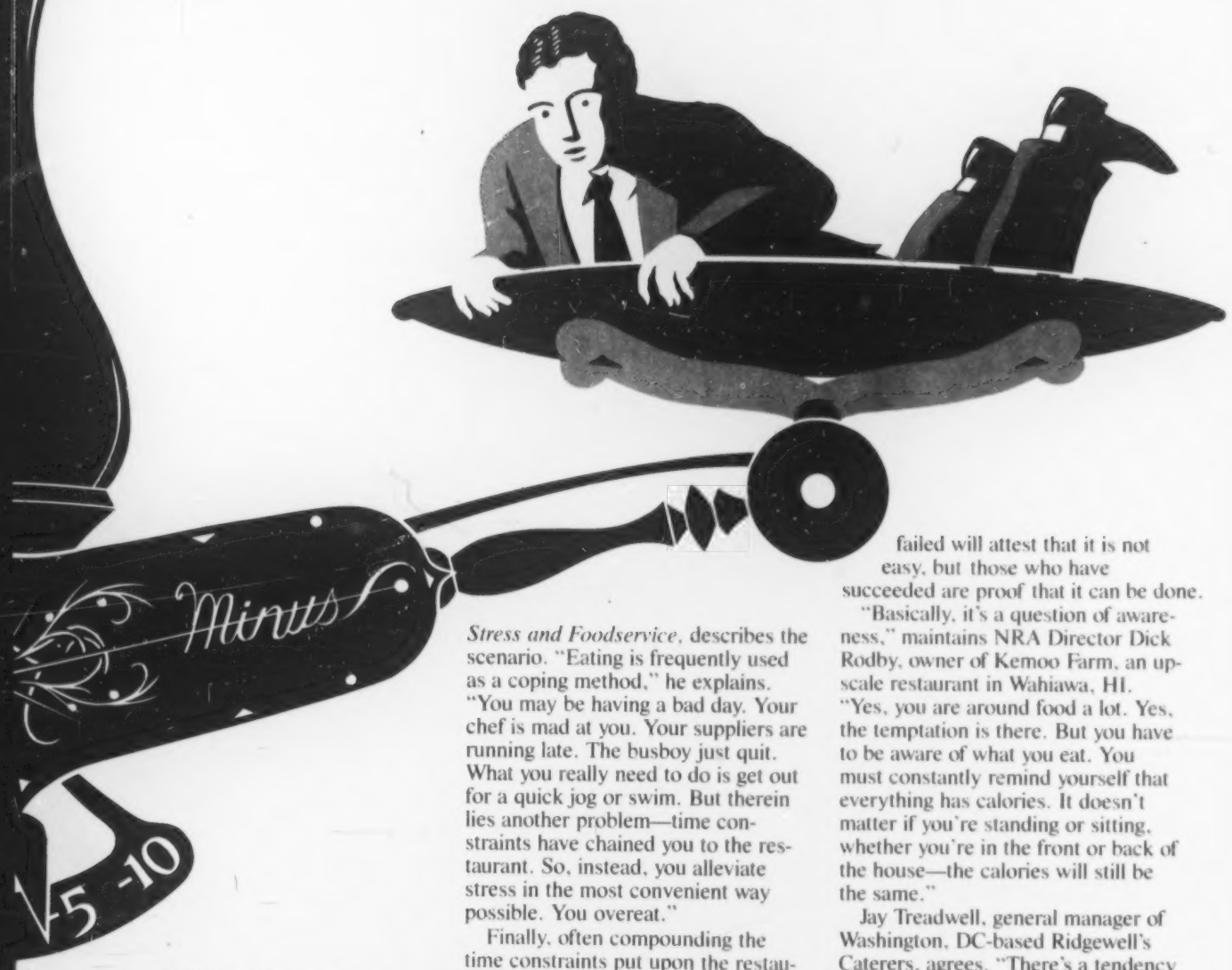
Illustration by Armstrong



surrounded by food at every turn. "At the slightest hunger pang, there's always something around to dip your fingers into," laments one operator and frustrated dieter. In the restaurant business, the standard dieter's ploy of reducing temptation by making fattening foods inaccessible is not an option.

And not only does the constant availability of food create a conflict, but also the nature of the business itself—fast-paced, demanding, time-consuming—has led to many a dieter's downfall. Dr. Robert Brymer, associate professor of Hotel and Restaurant Administration at Florida State University and instructor of the National Restaurant Association seminar *Stress and Foodservice*, describes the scenario. "Eating is frequently used as a coping method," he explains. "You may be having a bad day. Your chef is mad at you. Your suppliers are running late. The busboy just quit. What you really need to do is get out for a quick jog or swim. But therein lies another problem—time constraints have chained you to the restaurant. So, instead, you alleviate stress in the most convenient way possible. You overeat."

Finally, often compounding the time constraints put upon the restaurateur is the inability to plan regular meal periods—and thereby develop sensible eating habits. The hours when most people are sitting down to breakfast, lunch or dinner are typically the busiest hours of the day for the foodservice operator. Therefore, food is frequently consumed at *all* hours—a bite here, a nibble there. Frequently, the day's only full-course meal is eaten at closing time, even though calories consumed late at night pose the biggest threat to the waistline.

The weight-control challenge . . .

Against such odds, how does anyone in the industry manage to stay in shape? Many who have tried and failed will attest that it is not easy, but those who have succeeded are proof that it can be done.

"Basically, it's a question of awareness," maintains NRA Director Dick Rodby, owner of Kemoo Farm, an upscale restaurant in Wahiawa, HI. "Yes, you are around food a lot. Yes, the temptation is there. But you have to be aware of what you eat. You must constantly remind yourself that everything has calories. It doesn't matter if you're standing or sitting, whether you're in the front or back of the house—the calories will still be the same."

Jay Treadwell, general manager of Washington, DC-based Ridgewell's Caterers, agrees. "There's a tendency in this business to eat almost unconsciously," he notes. "You're around food all the time, so you're not thinking about every little thing that goes in your mouth. By heightening your awareness, however, you're better able to monitor and control your eating habits."

Rodby and Treadwell have both controlled their weight through a combination of exercise and an increased awareness about the foods they eat. Here is a look at specific ways they and other operators have managed to resist the temptations inherent in foodservice:

***Eat well-balanced meals during regular meal periods.** The erratic, catch-as-catch-can eating habits of

many operators are frequently their biggest downfall, says Claire Regan, R.D., staff nutritionist at the National Restaurant Association. "Many operators complain that it is impossible to plan meals," says Regan. "But actually, people in the restaurant business have an edge when it comes to meal planning. It's their restaurant. They know the menu. They also have a wealth of ingredients available that can be cooked to their specifications. The key is to take advantage of these resources."

Mark Erickson, chef manager of St. Andrew's Cafe at the Culinary Institute of America (CIA) in Hyde Park, NY, says he now takes full advantage of the fresh, nutritious ingredients at his disposal—but that was not always the case. "I ballooned to almost twice my normal weight when I first became a professional chef," he recalls. "My eating habits were indiscriminate, to say the least. But then I realized, if it was so easy to eat poorly with so much food around, it must also be easy to eat properly." Erickson began to structure his meals with an eye toward nutrition, keeping fresh fruits around for between-meal snacking. In this way he was able to trim down to his desired weight and feel healthier in the bargain.

Regan also emphasizes the importance of planning specific meal times each day. Aside from being a practical and nutritionally sound way to eat, says Regan, distinct meal periods can also be a form of behavior modification. "You simply decide that you will only eat food at breakfast, lunch and dinner," she says, "with no exceptions. You might even take every meal at one particular table in your restaurant. This type of mind-set then precludes any nibbling in the kitchen, your office, the walk-in—and it also precludes between-meal snacking."

***Do not eat late at night.** Planning meal periods will *not* help with weight control, however, if dinner is regularly eaten late at night. NRA Vice President Michael Grisanti, president of Grisanti Inc. (Louisville, KY) which operates Casa Grisanti, Sixth Avenue and Mamma Grisanti restaurants, says late night dining was one of the first habits he struggled to break during a recent diet. "I regularly ate a big meal at 10:00 or 11:00 p.m.—after the dinner rush," he recalls. "I now eat at 5:00 p.m., before dinner service begins. It was quite an adjustment because at the end of an evening I'm usually hungry. But the difference that shows up on the scale each morning makes the effort worthwhile."

NRA Director Mike Hurst, owner of 15th Street Fisheries in Ft. Lauderdale, FL, credits a recent 50-pound weight loss to his elimination of late-night snacking. "Our dinner business begins at 4:00 p.m. and runs non-stop until 11:00 p.m.," he explains. "There is literally no time to stop and eat. By the end of the evening, I'm all keyed up and starving. But I just eat fruit and drink plenty of water. My wife also clears the refrigerator of any snacks or leftovers that might tempt me when I get home." Hurst says he usually eats one big meal at the restaurant each day at noon, which carries him through the evening.

***Taste-test food in moderation.** Taste-testing food is an essential part of the restaurateur's job. Sampling new menu items, comparing recipe variations or determining what went wrong with a dish that has been sent back to the kitchen are all reasons why food must be tasted frequently. But the key word for the dieter to remember is *taste*—do not *eat*.

"If you just taste foods, you'll be okay," says Michael Grisanti. "If you end up 'tasting' the entire dish, then you run into trouble." Adds Michael Hurst, "If you care at all about quality, then frequent tasting is a must. But you don't need to eat an entire piece of cake to know whether it tastes good. And on the days when you do a lot of tasting, compensate by eating less at mealtime."

As a chef instructor at CIA's St. Andrew's Cafe, Mark Erickson says his students frequently ask him to taste recipes they are unsure about. But Erickson tells them, "If you're not confident with this dish, go back and fix it until you know it's good. Only then will I taste it." In this way, says Erickson, his students learn to rely more on their own opinions, and he is not required to taste as much food.

***Refrain from eating with customers.** Any successful restaurateur will say that he treats customers as though they are guests in his home. However, that does not necessarily mean they will sit down and dine with customers, even at their insistence. "You should never get to be your own best customer," maintains Michael Hurst. "Circulating through the dining room to greet customers is one thing, but spending an entire evening at one table is another."

Of course, this policy of not dining with guests has an added benefit for the dieter. Dick Rodby of Kemoo Farm, who also never sits down with customers, says staying on your feet is a great way to avoid temptation. "People don't take offense when you refrain from joining them for a drink or dinner," he comments. "You simply explain that you're working, or you might even say outright that you're trying to watch your weight. Everyone understands."

***Do not overlook the bottom line.** Another reason to refrain from eating on the job is that the food you consume is food that will not be sold.

"By eating in the kitchen or with customers, you're eating away at your profits," says Jay Treadwell of Ridgewell's. For that reason, Ridgewell's sets rigid company guidelines which prohibit consumption of food that is to be served. "Constant sampling of food amounts to pilferage, and the company treats it as such," says Treadwell.

***Stay physically active on the job.** Regular exercise is a primary component in any weight-loss plan (see the viewpoint in this issue of **RESTAURANTS USA**). But in addition to standard exercise, many operators find small ways to burn calories on the job. "Your job is as sedentary as you make it," observes Dick Rodby. "You can sit in your office all day so people come to you. Or you can stay on your feet, circulate among customers and personally oversee operations. Plus, the more physically active you are, the less time you have to think about food."

***Splurge on occasion.** Finally, even the most iron-willed confess to yielding to temptation occasionally. But most say these transgressions actually help them control their weight in the long run.

"Nobody is superhuman," says Jay Treadwell. "There are days when I'm walking through the bakery area, it's all I can do to keep from consuming everything in sight. So a small treat curbs that craving. Most foods won't kill you when eaten in moderation."

Adds Michael Hurst, "You can't punish yourself every time you cheat. You just make up for it in other areas. Everyone deserves rewards on a long-term diet. They help you forget that your diet is far from over—that is, if it ever ends." ❑

Check your Nutrition IQ

How much do you really know about food and its effect on diet and good health? Maybe less than you think. The following quiz, adapted from information in NRA's A Nutrition Guide for the Restaurateur, *will help you check your nutrition IQ.*

	True	False
1. Diet has been implicated in the development of several "killer" diseases.	_____	_____
2. People do not care about a healthful diet when eating out.	_____	_____
3. To gain a pound of weight you have to eat a pound of food.	_____	_____
4. Alcohol has more calories than fat.	_____	_____
5. It is recommended that Americans consume no more than 30 percent of their calories in the form of fat.	_____	_____
6. Butter has more calories than margarine.	_____	_____
7. Cholesterol intake should be limited to 300 milligrams a day.	_____	_____
8. Men need more calories than women.	_____	_____
9. Foods labeled "reduced" and "low calorie" have the same caloric value.	_____	_____
10. People subject to psychological stress have above average vitamin requirements.	_____	_____
11. A teaspoon of salt contains more than an adequate amount of sodium for most people.	_____	_____
12. Sea salt is a good low-sodium substitute for regular salt.	_____	_____
13. Ounce for ounce, beer contains more calories than wine.	_____	_____
14. Tonic water is a good low-calorie beverage.	_____	_____
15. Fiber is an essential nutrient.	_____	_____
16. Fiber comes only from plant foods.	_____	_____
17. Whole wheat flour has three times the fiber of white flour.	_____	_____
18. Adults do not need to drink milk.	_____	_____
19. Portion control is an essential part of a modified-fat or reducing diet.	_____	_____
20. Exercise should be incorporated into a weight-reduction program.	_____	_____

Answers

1. True. A diet high in saturated fat and cholesterol increases the risk of developing coronary heart disease, the major cause of death and disability in the U.S. A high-fat diet has also been linked to certain cancers and there is a positive correlation between the development of high blood pressure and sodium intake.

2. False. A recent NRA/Gallup survey found that four out of 10 consumers have improved their eating habits when eating away from home. Restaurant patrons claim to be very likely to try fresh fruits, lean meats, broiled or baked fish or seafood and whole wheat breads, rolls and crackers.

3. False. Food energy is measured in calories, not pounds. It takes 3,500 calories to gain a pound of weight. Conversely, a caloric deficit of 3,500 will result in a one-pound weight loss. Therefore, to lose one pound of body weight in one week you must eat 500 fewer calories a day.

4. False. Fat is the most concentrated source of calories, with nine calories in every gram. Alcohol has seven calories in every gram—three more than protein or carbohydrates.

5. True. Most Americans consume too many calories in the form of fat—40 to 45 percent. Health professionals recommend reducing this proportion to 30 percent.

6. False. Butter and margarine have the same caloric content, about 45 calories per teaspoon. They do have different dietary factors, however. Butter is made from animal fat. Therefore it contains cholesterol, and most of the fat is saturated which tends to raise blood cholesterol levels. Margarine, while it is equal in calories, is made from vegetable oil and contains no cholesterol and little saturated fat.

7. True. Cholesterol consumption levels seem to influence blood cholesterol counts. So, doctors and dietitians recommend limiting it to no more than 300 milligrams per day. Cholesterol is produced in the liver of animals and humans so it is found only in animal foods, such as egg yolks and liver.

8. True. Men have a higher metabolic rate than do women and therefore need more calories. This has been attributed to men's higher proportion of muscle, but new evidence suggests the difference may be partially due to sex hormones.

9. False. The Food and Drug Administration (FDA) has different definitions for foods labeled low-calorie and reduced-calorie. A *low-calorie* food must contain no more than 40 calories per serving and no more than 0.4 calories per gram (11 calories per ounce). A *reduced-calorie* food must be at least one-third lower in calories and otherwise nutritionally equal to its non-reduced counterpart.

10. False. Psychological stress, such as worry or work pressure, does not increase the body's need for vitamins and minerals. However, major physiological stress or trauma, such as pregnancy, surgery or excessive alcohol consumption, often does alter the body's requirements for vitamins and minerals as well as for calories and protein.

11. True. A teaspoon of salt contains 2,132 milligrams of sodium. The safe and adequate range for adults is 1,100 to 3,300 milligrams per day. Sodium occurs naturally in meats, fish, poultry, milk, eggs and cheese. It is also added to foods during processing. Consequently there is plenty of sodium in our food supply without adding it during cooking or at the table.

12. False. The use of sea salt will not appreciably reduce the sodium content of a dish. Although sea salt has small amounts of some minerals not contained in table salt, sea salt is a significant source of sodium.

13. False. A dry table wine provides about twice as many calories per fluid ounce as does regular beer. Sweet wine has more calories while light beer has fewer. This common misperception is probably due to variations in portion size. A portion of wine is usually three to six fluid ounces while 12 ounces is the standard serving for beer.

14. False. Tonic water, unlike soda water or club soda, contains sugar and calories. A 12-ounce glass has 132 calories.

15. False. Fiber is not an essential nutrient, but it does play a valuable physiological role. Fiber provides intestinal bulk which stimulates normal gastrointestinal function. A high-fiber diet also has been identified as a beneficial factor in the treatment and reduction of the incidence of a number of diseases.

16. True. Fiber is the part of plants that resists digestion. Plants, such as grains, fruits, vegetables and nuts, contain a variety of fibers that are only partially digestible or completely undigestible.

17. True. White flour has been refined, a process during which the outer bran layer is removed from the wheat. This considerably compromises the fiber content. A one-half cup of white flour has two grams of fiber versus 6.4 grams in a one-half cup of wheat flour.

18. False. Adults should consume at least two cups of milk, preferably low-fat or skim, a day. Milk is an excellent source of calcium, a nutrient difficult to obtain when milk and dairy products are eliminated from the diet. Women, especially, are vulnerable to calcium deficiency. Osteoporosis, a debilitating bone disease, is thought to develop from years of inadequate calcium ingestion.

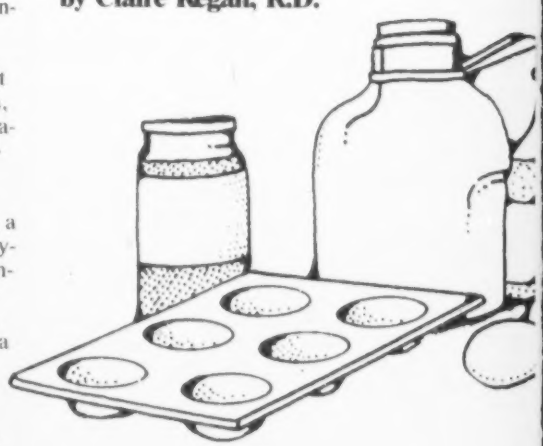
19. True. Some foods that naturally contain fat, such as beef, are permitted on a weight-reduction or modified-fat diet if the portion size is controlled. That is why most diets are specific about serving sizes. A six-ounce portion of lean beef has 334 calories, 14 grams of fat and 138 milligrams of cholesterol. A 10-ounce portion has 556 calories, 23 grams of fat and 230 milligrams of cholesterol.

20. True. Moderate, daily exercise not only promotes cardiovascular fitness, but it also increases energy expenditure, helps reduce fat stores, improves muscle tone and decreases appetite. ❑

—Claire Regan, R.D.

Revising recipes to improve nutritional quality

by Claire Regan, R.D.



Pâté de foie gras, tournedos of beef with four sauces, onion soup with melted cheese, coquille St. Jacques, Sacher torte, creamy chocolate mousse.

The mention of these classic dishes may make your mouth water, but eating a steady diet of these foods could be hazardous to your health. The reason? They are loaded with calories, cholesterol and sodium, and most of these foods have at least 50 percent of the calories in the form of fat. Currently, health professionals are recom-

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The following are examples of traditional recipes that have been modified to improve their nutrient content.

Carrot Cupcakes

Yield: 8 cupcakes

¼ cup all-purpose flour
¼ cup whole wheat flour
1 cup sugar
1 tspn. baking powder
¼ tspn. baking soda
1 tspn. cinnamon
½ tspn. salt
2 eggs, beaten
¼ cup vegetable oil
1 cup carrots, shredded
½ cup crushed pineapple, drained
1 cup walnuts, chopped

Preparation: Preheat oven to 350°. Place paper baking cups in muffin tins. Mix dry ingredients thoroughly in a mixing bowl. Add remaining ingredients and mix well. Fill baking cups two-thirds full.

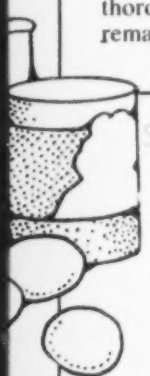
Cooking: Bake 20 minutes or until top springs back when touched lightly.

Nutrition information per serving

	Original Recipe	Modified Version
Calories	464	176
Protein, grams	7	3
Carbohydrate, grams	35	25
Fat, grams	32	8
percent of calories	62%	41%
Saturated fat	4	2
percent of calories	8%	10%
Cholesterol, milligrams	137	34
Sodium, milligrams	304	156

The original cake recipe did use a polyunsaturated fat-vegetable oil. However, the quantity was three times as much as in the modified version. In the modified version the sugar was also reduced, and nutmeg and vanilla extract were added for flavor enhancement. Eliminating the walnuts cuts out 770 calories—almost 100 calories per serving.

Modified recipe adapted from "Nutrition & Your Health, Dietary Guidelines for Americans, Avoid Too Much Sugar," USDA Human Nutrition Information Service.



Saute of Chicken Thighs with Leeks and Mushrooms

Yield: 4 servings

2 small leeks
¼ lb. fresh morels or other mushrooms
4 chicken thighs (about 1⅓ lbs.)
salt and pepper
2 Tbsp. butter
½ cup white wine
¼ cup chicken stock
½ cup heavy cream
⅛ tspn. nutmeg

Preparation: Cut green leaves from leeks. Thoroughly rinse leeks and morels. Cut leeks into thin julienne strips. Trim tough stems from mushrooms and halve the very large mushrooms. Sprinkle chicken with salt and pepper.

Cooking: In a large frying pan, heat the butter. Saute chicken, skin side down, over medium heat until golden, about 4 minutes. Turn and saute until golden on second side, about 2 minutes more. Add leeks and cook until soft, about 3 minutes. Add wine and stock and bring to a simmer. Cover pan and gently simmer until done, about 10 minutes. (Turn chicken once during this time.) Remove chicken and keep warm.

Add mushrooms to pan and cook over high heat until sauce is lightly thickened, about one minute. Lower heat and stir in cream. Simmer gently until sauce thickens enough to coat the back of a spoon, about 3 minutes. Season with nutmeg. Salt and pepper to taste.

Serving: Spoon sauce over chicken.

Nutrition information per serving

	Original Recipe	Modified Version
Calories	429	236
Protein, grams	22	26
Carbohydrate, grams	12	16
Fat, grams	34	5
percent of calories	72%	19%
Saturated fat, grams	15	1
percent of calories	32%	4%
Cholesterol, milligrams	151	100
Sodium, milligrams	237	149

The few modifications dramatically improved the nutrient profile of this recipe. The fat content is significantly reduced, from 72 percent to 19 percent of total calories, as is the saturated fat. (Current recommendations call for 30 percent of calories from total fat and 10 percent from saturated fat.) The calories, cholesterol and sodium, too, have been reduced by about one-third.

Original recipe courtesy of The COOK'S Magazine, *Bridgeport, CT 06604, May/June 1986 issue.*

mending that only 30 percent of the daily calorie intake come from fat.

Consumers are beginning to respond to these recommendations by ordering more vegetables, salads, fish, seafood and lean meats in restaurants. NRA's recent consumer survey, *Consumer Nutrition Concerns and Restaurant Choices*, found that 72 percent of the respondents strongly agree that good diet and nutrition play a role in the prevention of serious illness. The majority disagreed with the premises that nutritious foods do not taste good and that low calorie means less taste. In fact, more than 50 percent of those surveyed said they make a point of ordering nutritious foods when eating out.

Operators can respond to the nutrition trend in several different ways. In many restaurants at least one or two existing menu items are a good choice for the nutrition-conscious and can be promoted as healthful fare without any change in the preparation method. An operator can also develop new menu items that comply with nutrition recommendations or modify existing recipes to improve their nutritional content. Although altering recipes takes some time and ingenuity, the payoff can be worth it.

Modifying recipes . . .

Not all recipes lend themselves to modification, of course, particularly when an offending ingredient is primary, as in cheese fondue. When selecting recipes to adapt, be mindful of the goal to reduce the calorie, fat, cholesterol and sodium content. It is easiest to begin with recipes built around lean meats, poultry or fish because removing fat and skin will not appreciably affect the final product. Lower-fat dairy products work well in cream-based sauces. Baked goods generally are good survivors of reductions in fat, oil, sugar and salt.

Also, compare your recipe with versions from other sources. You will be surprised by some of the differences in ingredients and preparation techniques. One recipe for *eggplant parmigiana* may instruct you to fry the sliced eggplant in oil, while another recommends baking without adding any fat.

Ingredient substitutions can be made to improve the nutritional quality of many recipes. Since fat is the most calorically dense nutrient, reducing it will automatically reduce calories. Saturated fat and often cholesterol content will be diminished by substituting animal fats with vegetable fat. Many fats add taste and absorb other flavors; therefore, additional seasonings may be needed to compensate. When reducing the fat in batters, additional liquid may be required to achieve the proper consistency.

When adjusting salt, begin by cutting the usual amount in half. Total elimination may be too drastic for many patrons. As you gradually reduce the remaining salt, experiment with other flavor enhancers, such as herbs, spices and juices. (See accompanying chart for additional suggestions.)

Preparation techniques . . .

Preparation methods can enhance the nutritional value of a recipe. Here are some techniques you can use in your operation.

1. Trim all visible fat off meats prior to cooking.
2. Remove the skin and visible fat

Cooking and preparation methods

Although it may not be visually apparent, fat added during cooking can appreciably increase the fat content of a dish. Here are some ways to cut back on fats during the preparation stages.

Baking, broiling, poaching, smoking, roasting, boiling	These preparation methods are best for meats, fish and poultry. Be sure to use a rack when baking, broiling and roasting so that fat drips to the bottom of the pan, and the meat remains suspended above it.
Browning	Brown meat in a non-stick skillet or pot. Use an aerosol cooking spray or apply a small amount of oil or melted margarine with a pastry brush, paper towel or spray bottle.
Microwaving	Most vegetables are particularly well-suited to microwave cooking, which requires no addition of fat. Single servings can be portioned in advance and quickly cooked just prior to serving.
Sautéing	When sauteing meats or vegetables, use a non-stick skillet with non-fat spray or a minimal amount of fat. Also, a non-fat liquid, such as broth or wine, can be used instead of fat to simulate a more traditional sauté method.
Steaming	This technique is best for vegetables since no fat is required and more nutrients are retained than with boiling.
Stir-frying	Stir-frying is advantageous for two reasons. (1) A minimal amount of fat is used and (2) more nutrients are retained because the food is cooked at high temperatures for a short time.
Wrapping	Wrapping foods in parchment paper, aluminum foil or wax paper allows foods to retain their moisture while cooking. The use of innovative vegetable wrappers, such as cabbage, lettuce, chard or spinach leaves, can be used for a dramatic presentation.

Substitutions you can make in recipes

In place of	Try
Dairy Products	
Whole milk	Skim or lowfat milk (To prevent a watery texture in quiches and custards, add nonfat dry milk powder to liquid milk.)
Evaporated whole milk, cream	Evaporated skim milk
Whipped cream	Whipped evaporated skim milk (Add softened gelatin before whipping to stabilize.)
Sour cream, mayonnaise	Lowfat yogurt, yogurt cheese,[1] lowfat cottage cheese blended with buttermilk[2]
Cream cheese	Neufchatel cheese, "imitation" cream cheese, yogurt cheese[1]
Whole-milk mozzarella or ricotta cheese	Part-skim mozzarella or ricotta cheese
Ice cream	Sherbet, ice milk, sorbet, fruit ice
Meat, Fish and Poultry	
Regular hamburger or ground chuck	Ground round or lean ground beef
Pork bacon	Canadian bacon or turkey ham[3]
Oil-packed tuna	Water-packed tuna
One whole egg	Two egg whites

In place of	Try
Sauces and Dressings	
Dried or canned bouillon and broth	Homemade stocks and broths
Cream sauces	Yogurt, vegetable purees, reduced stock thickened with arrowroot flour, tomato sauce
Oil in salad dressing	Reduced, homemade chicken stock
Regular mayonnaise	Reduced-calorie or imitation mayonnaise
Fats and seasonings	
Shortening, lard, butter[4]	Vegetable oil, olive oil, margarine
Marinades made with soy sauce	Marinades made with fruit juice, sherry and spices
Salt, sea salt, MSG	Herbs, spices, extracts, lemon juice, citrus peel
One ounce baking chocolate	Three tablespoons cocoa powder plus one tablespoon vegetable oil or margarine

[1]Yogurt cheese is made by hanging yogurt in a cheesecloth overnight. Most of the excess moisture drains off and results in a firmer yogurt product.

[2]Blend 2 Tbsp. buttermilk with one cup lowfat cottage cheese.

[3]These items are high in sodium content, but lower in fat than traditional pork bacon.

[4]One cup of hard fat equals ¼ cup oil. One Tbsp. of hard fat equals ¼ Tbsp. oil.

from poultry prior to cooking. The removal of skin and fat can even make a normally fatty duck acceptable for a healthful/nutritious promotion.

3. Defat broths, soups and stews by refrigerating them and then removing the hardened fat.

4. Avoid frying foods. Don't season with butter, and don't add gravies, cream or cheese sauces.

5. Use arrowroot flour rather than a high-fat roux to thicken sauces. Although arrowroot has as many calories as flour, it has greater thickening ability: A teaspoon of arrowroot has the same thickening power as a tablespoon of flour. And arrowroot is preferred to cornstarch because it will not gel on cooling. Don't forget to suspend the arrowroot in a small amount of liquid before adding it to the sauce.

6. Never use meat drippings, which are primarily fat, for gravies. Instead, thicken a reduced, fat-free stock with arrowroot flour.

7. Use wines in cooking to add flavor. Although the alcohol is a primary calorie source, it evaporates during cooking.

8. Gradually eliminate salt from recipes. If salt is used, it should be added before cooking—not after to contribute maximum flavor enhancement.

9. Reduce sugar in recipes by about one-third. To compensate, add extracts and sweet-tasting spices, such as cinnamon, nutmeg and cardamom. ❑

Other resources . . .

There are a number of cookbooks now on the shelves that feature recipes lower in fat, cholesterol, sodium and/or calories. It would be worthwhile to peruse these books for ideas and a better understanding of the techniques involved. NRA has recently published *A Nutrition Guide for the Restaurateur,* a source of basic, practical suggestions for incorporating nutrition into your restaurant operators. In addition to information on menu and recipe modification, the guide provides ideas for marketing nutrition and identifies additional useful resources.

SCOUTING

by Kathy Boyle

11 Ways to Scout for Superstars

Today, as fewer workers are entering the job market and competition between industries increases, attracting the superstar employee is more difficult than ever. Because foodservice is not thought of as a traditionally well-paid field, restaurateurs are looking longer and harder to find the employees they want most. In a recent survey conducted by the executive search and placement firm, Feiler & Associates, Inc. (Palm Beach Gardens, FL), respondents were asked to predict the factors that will affect the restaurant industry in the next five years. Foodservice managers responded that "finding quality help (both management and hourly)" will be the number one problem.

Providing good salaries, benefits and advancement opportunities will certainly give your company a competitive edge in the recruiting arena. But you also must make a concerted effort to find outstanding workers. Here are a few suggestions.

1. Cultivate your part-timers. Many restaurateurs have found that their best part-time or student employees can turn into successful managers. Ted Balestreri, immediate NRA Past President and co-owner of The Sardine Factory, Inc., Monterey, CA, (220 seats), urges other restaurateurs to recognize the great potential in their younger employees, such as busboys, waiters and waitresses. "It may mean spending a little money on them. You have to train them, develop them and let them take courses and grow." But it can pay off in a satisfied, highly motivated staff.

2. Encourage employee referrals. Some companies have great success with referral programs, which encourage employees to recommend their friends for openings. It's no wonder that such programs work, says Ted Thelander, president of Success Profiles in Cleveland, OH. "We know that talent seeks talent, and good people seek good people. By hiring good people you can reduce your turnover to 30 percent—one-tenth of the industry average."

Terry Cox, vice president of human resources for the 102-unit Fuddruckers, Inc., based in San Antonio, TX, confirms Thelander's impression. He says his company has had great hiring success with in-house referrals. In almost all cases the people referred by current employees have worked out. Because these referrals have saved Fuddruckers money, the company rewards employees for their referrals—paying $250 for each person who completes training.

3. Be open to talent from other industries. Although professional restaurant recruiters warn against hiring from other industries, Georges Bouhey, vice president of marketing for Shari's Management Corporation in Portland, OR, owners of 23 units of Shari's 24-hour family style restaurants and 20 additional franchised units, prefers his company's more broad-minded approach to hiring. "We have a belief in talent," explains Bouhey, "and we pass that belief on to potential employees." This belief in talent translates into an open-mindedness when looking at a prospective employee's background.

"When you get excellent new employees, cultivate them and bring them up the ladder."

Bouhey and others believe that looking to other businesses, such as the retail sector, grocery business and convenience stores, provides a larger pool of qualified candidates. "When it comes down to 'talent,' you have to keep your eyes and ears open to everyone. An excellent prospective manager could be in a completely different field, but learning new skills may be almost second nature to him or her. Simply by putting that person in the right place you can watch him grow."

Other restaurant chains also make a practice of hiring talent from other fields. Some hire athletes and coaches because they excel in teambuilding skills. Others favor teachers who have worked well with high school and college age students. They believe the interpersonal skills required to teach effectively are critical to management success and can easily be transposed into the restaurant setting.

Bouhey thinks individuals with successful sales experience also possess skills with carryover potential. "They are excited and motivated people. They can pass that motivation onto their crew and can 'sell' the company program to the staff as well as to neighborhood groups," he says.

4. Develop a good reputation so candidates come to you. You can rest assured that the companies listed in "The 100 Best Companies to Work for in America" are inundated with resumes. You, too, can develop a reputation that will make people want to work in your restaurant. According to Cox of Fuddruckers, a good training program and advancement potential are strong drawing cards.

To stay abreast of hiring practices and to compare your benefits package with other operators, be sure to attend industry conventions, meetings and seminars.

5. Solicit from other restaurants. Visiting other restaurants when you travel can prove to be a real plus in recruiting. Says Ted Balestreri, "I go into restaurants in every city I visit. When I talk to people I give them my card." But, explains Balestreri, he never solicits someone who is work-

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ing for a direct competitor because this is a sensitive matter in a small community. Looking to other industry segments for help can also yield results.

In his speech at the recent INFO 86 NRA conference, Kenneth Hill, formerly with Gilbert Robinson, Inc. in Kansas City, MO, and now with C.J. Cinnamon's in the same city, said independents should look to the chains for good help. Many mid-level managers may want more say in the decision-making process or a schedule that gives them more time to balance their work and outside interests, he said. "I was attracted by the excellence of the system at Shari's—their food quality and the way they listened to the customer," recalls Georges Bouhey. "I was in my mid-30s and wanted to make a change that would allow me to make a personal impact on the company. That personal impact was more important than a more secure position."

In a recent survey conducted by Feiler & Associates, Inc., other restaurant managers agree with Bouhey. Overwhelmingly, career advancement was the number one reason given for considering a job change, closely followed by "job satisfaction."

6. Use advertisements. As ineffectual as some recruiters claim them to be, advertisements can be used to fill positions, especially at the entry level and for part-time help. Ads for more responsible positions can be less successful because many of the candidates you wish to consider are happily employed and are not reading the want ads regularly. However, you can tap a professional who may be returning to the work force after an absence or someone seeking to make a career change. Be careful to target your ads to those people you are seeking. If, for example, you are an independent looking for a manager with experience in the franchise sector you may want to say, "Are you tired of just being a number in the chain management?" Conversely, if yours is a chain operation with a strong benefits package you may want to say, "Are you tired of being undervalued? Then consider these benefits."

7. Become involved with schools. Attending college career days or convocations should be standard practice for a restaurant company. It is good public relations to go to the schools as often as possible to keep students familiar with the company name, to get the opportunity to observe potential employees and to network with professors, who often can recommend students—not only recent graduates but also those who are already employed. Recently, one company needed a fast-paced general manager in a hurry. With just one phone call to a college professor in California, the company received an excellent referral of someone already in the field.

Direct recruitment efforts in schools also bear fruit for entry-level management trainees and assistant managers. Some ways you can strengthen your efforts in this area include teaching a course at a local high school or college, developing an apprenticeship, internship or work-study program and sponsoring a scholarship or skills contest.

8. Make contacts. By attending industry meetings you can scout informally for staff additions. There are also indirect benefits from networking. "Half of recruiting is marketing, and the whole idea is to keep your name out there. It's a long-term commitment," says Cox.

Teaching a course before your peers is another good way to keep your restaurant visible. Even catering can present an opportunity to view new talent.

9. Note accomplishments of high achievers. Make a practice of keeping track of all the achievements of restaurant employees noted in trade journals. Cox of Fuddruckers puts this list on computer. "Then when I want someone with specific talents, I recall that person's job description," he explains.

10. Use professional recruiters. Recruitment firms usually do not seek out trainees or entry-level managers. Generally, recruitment firms are used to find employees with two to five years experience in some aspect of restaurant operations or management and often with some achievements and accomplishments behind them. Recruiters try to match the job to the employee.

Recruiters seldom use job advertisements. "We are looking for the best possible person for the job, not necessarily the best person reading an advertisement on that particular day," explains Chris Kauffman, president, Hospitality Recruiters of America, Inc. in Atlanta, GA. Even if they happen to see the advertisement, he adds, the timing or circumstances may not be right. "If someone working for TGI Friday sees an ad by Bennigan, for example, he or she may be afraid to send a resume, for fear of offending the present employer. By using a recruitment firm, the client benefits from the confidentiality."

Kauffman believes another advantage of using a recruiter is, "We know who's who, and who's where. We stay on top of industry trends. We keep track of what companies are heading in what direction, and we keep a profile of the type of managers at various companies. This may save a client weeks of time," says Kauffman.

Larry Cranford, president of Executive Locators of America, Inc., Metairie, LA (outside New Orleans), agrees that the biggest service a recruitment firm provides a potential employer is finding candidates tailored to a position. "We have a data base of candidates not on the market but who might be willing to change," explains Cranford. "The closer I can match a candidate to the company, the better. For example, if I have a growing company with a new pizza concept, I look for a senior VP of an established pizza chain. This person has already been through the company's growing or expansion process. He may be making big money and have a lot of job security, but often he is still looking for the day-to-day involvement and excitement and may actually be willing to leave the security to build something again. To attract such a high-level executive requires putting together an enticing benefits package. Stock options, contracts and equity in the company are attractive to most restaurant managers."

11. Happenstance. Sometimes finding the right person for a job can be quite accidental. Kauffman recalls how he happened to find a chef. While driving down Peachtree Street in Atlanta, he noticed a man in checkered pants crossing the street. He had been trying to find a chef, and so decided to stop the man. Happily, the gentleman was, as his garb suggested, indeed a chef and was available for work because the independent restaurant he was working for was being sold. Kauffman placed the chef and finally filled the position. The chef benefited, too, receiving a promotion to executive chef at a salary that was 20 percent more than he had been making. ❑

Illustration by Krawczyk

TRAINING

by Norma J. Gray

A Four-part Training Recipe that Works

The benefits of a well-trained staff are easy to recognize: The customers are satisfied, the staff is productive and the restaurant's resources are used effectively. Much less clearcut is how to decide which training program to use to achieve the hoped-for results. This article reviews a four-part approach to training that has proven to be effective in a variety of commercial and institutional facilities. It defines and imparts management's expectations and operational objectives and provides each employee with the specific skills necessary to achieve these goals.

1. Congruent mental images

The first step of any successful training program is to define each employee's contribution to the operation. While this step may seem obvious, it is the one most often overlooked. A restaurateur may have a well-developed mental image of the operation, but unless that image is written down as an operational definition, the image may be lost or unrealized. Written definitions are especially important when there are multiple managers, they avoid the frustration of conflicting management directives. When all managers and employees have congruent mental images of the operation, you have the groundwork for successful training.

When formulating definitions, you should consider

- **the menu concept.** What is the menu concept and what are the menu items? Is the emphasis on hearty portions with good dollar value? Or does the concept concentrate on a "grazing" type of menu with numerous small items? Each concept necessitates a different series of specialized service and production procedures, which must be included in the training process.
- **the restaurant customer.** Who is the average patron the operation is trying to attract for each meal period? Is it the business executive entertaining a client, who desires complete, unhurried service? Or is it the customer who requires lunch or dinner within a given time frame? Different customer needs dictate different service styles.
- **the desired check average.** How much is the expected average check for each meal period? Does such an average indicate a need for extensive suggestive selling of appetizers, desserts and beverages?
- **the operational logistics.** This is by far the most involved of the definitions as it requires management to consider all aspects of the operation, including taking orders, serving food and removing dishes. Typical questions range from "Where are the menus placed after the food order has been taken?" to "How do soiled dishes, glasses and silverware fit into the appropriate warewashing racks?"

2. Learning by doing

Once the definitions have been completed and written down, they must be communicated to the service and production staffs. While the written definitions could be given to each employee to review, that alone will not be enough. The people who are drawn to foodservice are active and outgoing and need training that is varied. Effective training utilizes a variety of training tools, including audiovisuals, manuals and charts. But most importantly it provides hands-on, learning-by-doing experience.

The expense and effort of a training program will be lost unless management adheres to and reinforces the standards it has set and ensures that all employees comply.

Training servers . . .

Because duties differ for servers and production staff, some of the training must be skill-specific. Servers must know

- **the menu.** The service staff should be given the opportunity to taste each menu item. This is particularly important when starting a new operation or when implementing a new menu concept. The intent of the tastings is for the service staff to have the knowledge necessary to provide enthusiastic descriptions of each menu item. Tastings should be led by management personnel who can describe each item, its ingredients, method of preparation and any other intriguing information, such as the origin of the item. In addition, the trainer should identify side dishes or wines that would be especially complementary to each item. Training to the menu provides the service staff with adequate selling information to better serve the patron and to, hopefully, increase the average check size.
- **proper food handling procedures.** Service staff need to know food handling skills, such as the importance of covering desserts, butters and other easily spoilable foods or how to properly cut fruits, breads and desserts, including hands-on instruction on which knives to use. If foods are warmed in a microwave, demonstrate proper warming times and post a chart near the microwave that lists temperatures for all food items from soups to syrups and desserts.
- **service station setup procedures.** Train your servers to properly set up service stations. The intent here is to develop a standard setup so that regardless of which server sets things out, all staff will know the location of side-stand items. Standard setup procedures reduce service time by consistently placing appropriate containers, portion-control utensils and food products within easy reach. Charts can be used to help servers learn the proper placement of cream, butter, dry products, serving utensils, coffee service items, etc. Finally, setups should be practiced thoroughly.
- **service as a sequence of steps.**

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Train staff members to think of service as a sequence of steps. Define that sequence for them by identifying the key elements for each meal period. For a dinner service, the sequence might be as follows:

1. Greeting/menu presentation
2. Beverage order service
3. Taking and placing food order
4. Appetizer presentation
5. Check back with guests
6. Entree presentation
7. Check back with guests
8. Clear table
9. Dessert/coffee service
10. Check presentation and
11. Farewell/thank you.

It is best to restrict the sequence to 10 to 12 steps for easy memorization.

• **service techniques.** Once the sequence has been established and memorized, the proper techniques for completing each sequence step can be taught. Demonstrations and/or charts that specify the approved manner of table setup, tray carrying, order placing, food and beverage service and table clearing must be a part of the training process. All techniques should be practiced and reviewed. By organizing service into a sequence of steps with specific techniques defined for each step, management will communicate a framework that will expedite overall server training.

Training production staff . . .

Production staff training is also more effective by the learn-by-doing method. Areas to emphasize include

• **food handling/sanitation.** Much like the service staff, production personnel must be taught to properly handle and store all food items. Be sure to demonstrate proper food handling procedures and explain appropriate thawing and storage techniques. Basic preparation skills and proper cooking techniques necessary at each production station should be reviewed. Employees may need instruction on the proper operation and care of new equipment.

Don't forget to communicate your operation's standards. Do you require thawing foods under refrigeration or cool running water? Do you insist that all foods be covered under refrigeration? Do you demand that salad greens be crisp and free of brown and wilted lettuce? Your expectations must be communicated so employees can meet your standards.

• **production procedures.** All items should be prepared in a practice session especially when opening a new operation or when introducing new menu items. Each production staff member should be supplied with standardized recipes and plating, portioning and garnishing guides. During a training session, every item should be prepared, plated and discussed with all staff members present. Emphasize new food items, ingredients and plating/garnishing standards. (See "17 Steps to Menu Development," February 1986 issue of **NRA NEWS,** the precursor of **RESTAURANTS USA**.)

Finally, the logistics of production must be communicated. Where and with whom do the servers place orders? Who handles the order once placed? What is the timing standard? Where are the pickup points? A walk-through of these logistics will help communicate proper procedures to the production staff.

3. Implementing procedures

Once the production and service personnel have had the opportunity to separately practice their responsibilities, it is then appropriate to combine and implement those procedures for actual service. A two-phase implementation procedure is recommended.

A. Joint practice session. Before the production and service personnel are proficient enough to handle paying guests, a joint practice session should be held. In this "dress rehearsal" friends or other employees act as patrons while the staff puts its new skills into practice. To maintain order in the kitchen and keep food costs in line, a set number of diners can be invited. Determine the menu in advance to ensure that a variety of dishes are prepared and served.

B. Pre-meal briefings. Once the start-up or new menu introduction has occurred, pre-meal briefings can be used to reinforce the standards communicated during initial training. A five to 10-minute meeting should be held each day and conducted by the lead chef, production manager and/or service manager. The intent is to provide good communication between the back-of-the-house and the front-of-the-house and to maintain the standards of the operation.

During pre-meal briefings, address daily menu specials, including their name, price, main ingredients, preparation method and service procedure. Servers should taste each special item. Even if the food is a frozen commercial product, it is important for the service staff to know how the food tastes and what the main ingredients are. Servers should be provided with enough information to present knowledgeable descriptions of the featured selections.

Additionally, the pre-meal briefing should review one specific technique of production and/or service. Although already taught during the initial training, side-stand setups, suggestive selling techniques, dessert service procedures and order-taking procedures should be regularly reinforced.

The people who are drawn to foodservice are active and outgoing and need training that is varied.

4. Reinforcing standards

The expense and effort of a training program will be lost unless management adheres to and reinforces the standards it has set and ensures that all employees comply. Management's responsibility is to evaluate staff performance, give positive feedback where appropriate and advise when performance is deviating from standards. Try to catch each employee doing something *right* and compliment the activity. When a procedure is occurring incorrectly, do not blame the employee but instead emphasize the need to meet the operation's standards. While an initial training session for a start-up or menu introduction is critical, periodic reinforcement will ensure compliance with standards. ❑

BONUSES

by Jason P. Smith

A Little Extra Can Make a Big Difference for Hourly Employees

As *Webster's New Collegiate Dictionary* says, a bonus is "something given in addition to what is usual or due." That "something extra" in the foodservice industry takes many forms—from cash incentives to free food items. Today, bonuses are figured using cover counts, sales figures and controllable expenses as well as more discretionary management judgment. And bonuses are given to people in almost all job categories. As the following examples suggest, restaurateurs are awarding bonuses both in the kitchen and in the dining room to increase customer counts, build employee morale and decrease turnover.

In the back of the house . . .

At The Homestead, a 75-seat restaurant in North Conway, NH, owner Cynthia Briggs has instituted a "bonus hour" program for assistant cooks and dishwashers, which she claims increases harmony between the front and back of the house. As the number of diners increases in the dining room, the kitchen staff receives bonus hours of pay. The bonuses are tied to the number of kitchen staff on duty. When the cook and one kitchen worker share the preparation load, bonuses begin when 40 dinners are served. The kitchen worker gets one bonus hour of pay for 40 dinners served and an additional hour for every 10 dinners served thereafter, i.e., two hours for 50 dinners, three for 60 dinners, etc. When two workers help the cook, bonus hours start at 60 dinners, and with three workers on duty, bonus hours start at 80 dinners.

Briggs is enthusiastic about the increased level of cooperation between the kitchen staff and the waitstaff that results from this system. She believes that the usual antagonistic relationship between these groups does not exist at The Homestead because both groups benefit from more covers in the dining room.

Briggs says the system is very effective because now dishwashers and assistant cooks are motivated rather than discouraged when the work load increases. As a result, the kitchen staff handles many more covers than do other operations with similar-sized kitchens.

Jason P. Smith is a free-lance writer in the Atlanta, GA, area.

Briggs also maintains the system reduces turnover. To help ensure that the restaurant's dishwashers and assistant cooks remain through the season, Briggs pays half the bonus hour money the week it is earned and the other half at the end of the season, which is either in March or October.

In the front of the house . . .

At The Homestead, the bonus plan does not extend to the waitstaff because Briggs feels that tips provide the needed incentive. David Holt, managing partner of 1904, a 130-seat restaurant in Seattle, WA, takes a different view. He has developed a sales commission bonus program for his restaurant's waitstaff. Since implementing the system five years ago, Holt has seen check averages close to double partially as a result of the bonus program.

Today, bonuses are figured using cover counts, sales figures and controllable expenses as well as more discretionary management judgment.

At 1904 all staff involved in selling can increase their take-home pay by increasing sales. What they must do is to exceed the average sales figure determined for each shift. Usually this figure is reviewed annually unless there are menu changes, price changes or operational changes, such as major staff changes. When a server's total checks top that average figure for a meal period he or she receives a percentage of the total figure, usually around five percent. The bonus is distributed at the end of each month and reflects the employee's total performance for that period. Holt believes his servers have tried to become more knowledgeable about food and wine so they can use that knowledge to sell more effectively—and, of course, to gain the bonus percentage by increasing sales.

Holt has found that servers like to see the bonus in cash. "Several months ago I asked some of our top servers if they wanted to change the bonus system to one that awarded prizes such as free travel," he says, "but they declined, choosing to stay with the percentage system." Holt advises others who are thinking of using a similar program to wait until a sales pattern has been established so that the average sales figures don't reflect a temporary peak or drop in sales.

Cash need not be the only incentive to motivate servers, however. At Ray's Boathouse, a 400-seat restaurant in Seattle, WA, a new bonus program has been introduced, which rewards top waitstaff with bonus gift certificates. "We award both in-house gift certificates and gift certificates at shops in the area," says Cindy Bailey, day manager. The waitstaff receives gift certificates for food and beverages in the restaurant whenever they go over the check average for a given meal period. For example, Bailey explains that a server receives a gift certificate for every $1.50 sold over the $14.00 per person average at lunch. If this excellent performance continues for more than a month, the server receives a $25.00 gift certificate to be used at an exclusive shop in Seattle. Bailey believes this pro-

gram makes Ray's "one of the most desirable places to work in the city."

A bonus sytem that is tied directly to the sale of specific food items is used by Zina Greene, president of Pastime, Inc., which operates the Park Place Cafe (75 seats) in Washington, DC. When Greene wants the waitstaff to remember and push a new item or a special, she offers a percentage of the price of that item, usually about 25 percent, as a bonus or, alternately, she awards them one of the items after they sell a certain number of them. "Since the item we are selling is something the waitstaff is usually not allowed to have, such as a dessert or a lobster, it is a great incentive to sell a lot," she says. To avoid too much competition, Greene only runs these incentive programs occasionally—when there is a special item or a specific lull in sales. "Things would get too competitive if we did it all the time," she observes. "We want the staff to compete with themselves to try to beat their own goals—not to compete with each other."

Greene believes that such a system is very effective at meeting a sales goal. "If I offer one of these rewards on an item, I can practically sell as many of them as I want to. Not only does the waitstaff encourage sales, but once diners see the item on someone else's table, they will be more inclined to order it," Greene says.

A spontaneous approach . . .

A much different approach to bonuses is taken by Charlie Gaston, manager of Grand Concourse, a 600-seat restaurant in Pittsburgh, PA's former train station. Gaston attempted to develop a bonus program that would reward employees in all departments, based on criteria appropriate for each department. "We were going to base dishwasher bonuses on cover counts, waitstaff bonuses on sales figures, and so forth," Gaston explains, "but we were finding that the system was getting too complicated and was going to be demotivating because feedback was not quick enough."

Instead of the all-encompassing system Gaston originally intended to use, he decided to reward workers spontaneously. "I decided the best way to award bonuses is to walk around with cash and reward the people I feel are responsible for the profits I have in my pocket," he says. "I feel it is much more effective to go to the dishwasher, hand him a few dollars and thank him for the good work he is doing than to rely on a complicated system."

Gaston extends this flexible, simple and spontaneous bonus system to management personnel. He believes in setting a decent salary and then using spontaneous bonuses to reflect individual achievements.

A corporate approach . . .

On the corporate side of the foodservice industry, Gilbert Robinson, Inc. (Kansas City, MO), operator of Houlihan's Old Place restaurants, represents one end of the bonus continuum and Bob Evans Farm, Inc., headquartered in Columbus, OH, represents the other.

At Gilbert Robinson, unit managers and regional directors decide when and where to award bonuses to hourly workers, and these awards are usually tied to the profitability of the entire unit—not to individual performance.

Bonuses for hourly employees at Bob Evans Farms restaurants, on the other hand, take the form of travel and other prizes awarded for winning sales competitions. The chain usually sponsors two such contests a year. They are generally centered around selling a specific food item, such as a dessert.

In sum . . .

While the bonus program that works for one operation may not work for another, the most important characteristic seems to be the perceived value for the employee who is receiving the bonus. ❑

. . . restaurateurs are awarding bonuses both in the kitchen and in the dining room to increase customer counts, build employee morale and decrease turnover.

A share in the business

In Pasadena, CA, Lud Renick, the owner of La Couronne (100 seats), decided that the best motivator for key staff is to give them a stake in the business, building on the notion of stock options that have been used in the industrial sector for some time to motivate top executives.

For each year that the head chef and maitre d' are employed by La Couronne, they receive one percent ownership in the business and share in the profits accordingly.

When they have worked at the restaurant for five years, the percentage of ownership increases from one percent to five percent and both people have the option to buy an additional five percent of the business at the restaurant's market value at that time.

According to Renick, "The plan is designed to get the people I have with me now to stay at least five years." Renick notes tht good chefs often want to open their own restaurants and he hopes ownership will keep that possibility at bay.

by Robert E. Harrington

How to implement a SAFE program

Part IV of a four-part series

Many health departments are preparing to implement a new concept in restaurant inspection that emphasizes time/temperature control throughout the preparation cycle of potentially hazardous foods. This series introduces a streamlined version of that program called SAFE (Sanitary Assessment of Food Environment). SAFE can protect your business against an outbreak of foodborne disease by helping you identify, control and monitor the critical points in your food handling and preparation system. This final article of the series will show you how you can perform a SAFE survey in your own establishment.

Traditional restaurant sanitation inspections have focused on construction details and aesthetic appearances—peeling paint, coved corners, dirty floors and so forth. Although this approach has enhanced maintenance and cleaning, it may not address the major factors that are known to cause bacterial foodborne illnesses: contamination of foods with pathogenic bacteria and inadequate temperature control, which allows those bacteria to survive and grow.

A Sanitary Assessment of your Food Environment (called SAFE) can reduce the risk of a disease outbreak in your operation. Based on a system developed in the food processing industry, SAFE helps you to concentrate your food protection efforts on the specific foods at greater risk. It identifies those steps in your production scheme wherein foods could be contaminated and wherein bacteria could survive and grow. Once you identify these *critical control points*, you can devise protective measures to guard against the hazards and include those protections in your standardized recipes and processes.

Robert E. Harrington is assistant director of technical services, public health and safety for the National Restaurant Association.

The first step is the decision to begin . . .

The first step in your SAFE audit is your decision to do it and your commitment to follow through with any necessary changes in your operations. This is not a casual decision because, like anything worthwhile, SAFE will exact some costs. In addition to minor equipment costs (several dial-indicating thermometers long enough to reach the center of different-sized foods), you will need to make a considerable investment of your most overstretched resource—time. You also may need to invest in training your employees to change their food-handling practices and to monitor the SAFE critical control points.

On the plus side, SAFE will provide you with control points to monitor product quality and consistency; and if someone does complain of illness, SAFE will reduce your liability because you can demonstrate that you have taken more than reasonable steps to maintain clean and wholesome foods.

For the first one or two surveys you perform in your restaurant, you will want to diagram each step in the preparation process and record food temperatures every 30 minutes. Later, when you gain more familiarity with the SAFE system, you can simply monitor against the specifications you build into your standardized recipes and processes.

Identify potentially hazardous foods . . .

Since it is neither feasible nor necessary to do a SAFE survey for every item on your menu, the first step is to choose which foods you will assess. Concentrate on moist, non-acid, protein foods. These include most meats, poultry, seafood, eggs (out of the shell), milk and dairy products, sauces and gravies, cooked cereal grains and cooked vegetables. Check product labels for directions (for example, "keep refrigerated after opening") or contact the manufacturer for specific handling recommendations.

Identify the foods at greatest risk . . .

Next, consider the processing factors that increase the risk of foodborne disease:

- **multiple-step preparation.** Increased handling increases exposure to contamination, especially when hands are not clean.
- **temperature changes.** Heating and cooling places foods in the "danger zone"—between 45°F and 140°F—where bacteria grow best. You will want to structure your procedures to minimize the time in this zone; keep foods in the danger zone no more than four hours. Foods which are heated, cooled and reheated are three times more risky than foods heated once for immediate service because they are in the danger zone three times.
- **large volume.** Products in large volumes take longer to heat and cool, thus the bacteria have more time to grow. Also, large-volume items usually require multistep handling, and this increases their risk. A beef Wellington, for example, would be a good candidate for a SAFE survey, but a broiled filet mignon, intended for immediate service, would not require such detailed controls.
- **specials.** Unusual or one-of-a-kind offerings can also increase risks because of the unfamiliar preparation or service style required.
- **naturally contaminated foods.** Your SAFE program must consider some foods' naturally high contaminant level. Raw produce can be contaminated by field dirt or pesticides. Raw meats (especially poultry) can be contaminated at slaughter, and raw seafood, both shellfish and finfish, can carry a variety of viruses, bacteria or parasites.

Follow the food item through your preparation cycle . . .

When you have selected the food(s) for your SAFE survey, your next step is to follow the progress of that item(s) through your establishment—from delivery at the receiving dock to service at the table. Note the potential hazards at each handling step, such as potential for contamination or inadequate temperature control. Record food temperatures at the beginning and end of each handling step and the amount of time the food is held at those temperatures. For lengthy processes, such as slow roasting, cooling or holding, take temperatures at 30-minute intervals to give you a time/temperature curve which will help you determine if your procedures are adequate to kill bacteria and limit their growth. (See accompanying example)

When you take food temperatures, be sure to use the thermometer in a way that will give accurate results and not contaminate the food.

- **Calibrate the thermometer.** Better quality food thermometers have a calibration nut so you can adjust the reading on the dial. Temperatures required to boil water (200°F–212°F) and to begin the freezing process (32°F) are reasonable reference points.
- **Clean and sanitize the thermometer** stem before and after you insert it into foods. (*A word of caution:* Many food thermometers have plastic dial faces that will melt if they are left in hot environments such as ovens. Also, unless the thermometer is specifically designed for dishmachine use, wash it by hand. Otherwise, the dishmachine's high pressure, temperatures and chemicals will ruin it. Of course, be sure to avoid touching food with your hands when reading the thermometer.)
- **Give the thermometer time to respond.** Most thermometers read faster on the "hot" side than the "cold." A cold food may require two to three minutes to reach a stable reading.

Establish critical control points . . .

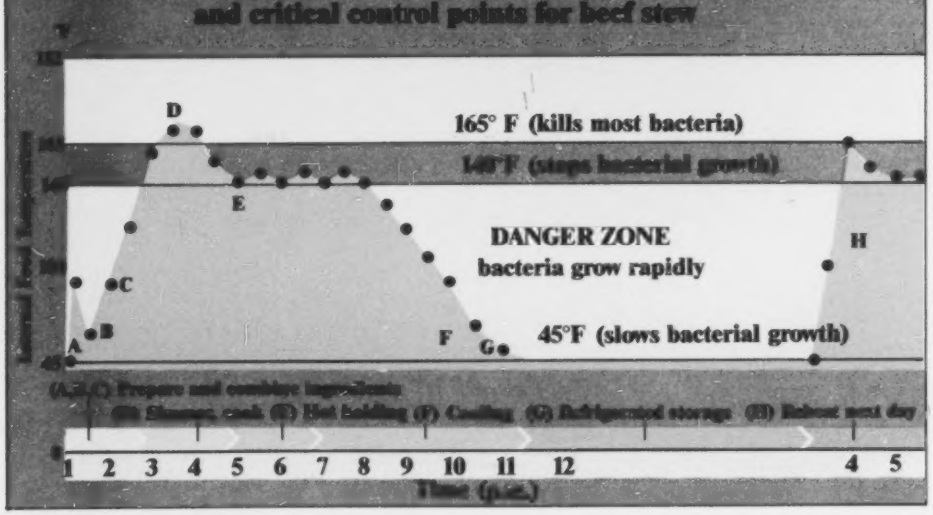
Your SAFE survey will identify many control points, but only a few will be *critical* control points. Critical control points

SAFE flow chart for beef stew

Preparation step*	Hazards	Controls and alternatives
A. Cube and sear beef (1:00 p.m.)	Cross-contamination to other foods	Clean and sanitize utensils. Wash hands. Handle separately from other foods.
B. Wash, peel and cut vegetables (1:10 p.m.)	Natural and cross-contamination	Wash vegetables thoroughly and handle separately from other foods. Use clean/sanitized utensils. Wash hands.
C. Combine ingredients and seasonings (1:30 p.m.)	Chemical contamination; if "seasoned to taste," bacterial contamination	Read labels. Store and use chemicals away from foods. Measure seasonings in advance or use clean tasting spoon each time.
D. Simmer, cook (4:30 p.m.)	Survival of bacteria	Cook until parts reach an internal temperature of 165°F.
E. Hot table holding (7:30 p.m.)	Re-contamination, growth of bacteria	Use clean/sanitized utensils. Keep covered. Keep internal temperature above 140°F. If temperature falls below 140°F, reheat to 165°F.
F. Cool for storage (11:30 p.m.)	Growth of bacteria (Extremely critical)	Cool rapidly to 45°F within 4 hours. Use shallow pans 4" deep or less and ice baths and stir food to facilitate cooling. Check temperature every 30 to 60 minutes. If food has not reached 45°F within four hours, reheat to 165°F and cool again.
G. Storage	Recontamination	Keep covered. Store away from contaminants.
H. Reheat for service (4:00 p.m., following day)	Recontamination, bacterial growth	Use clean, sanitized utensils. Do not "top off" with new product. Heat rapidly on stove to 165°F. Do not hold. Serve immediately.

** Times indicate when the step is completed. Compare with accompanying temperature curve.*

Sample temperature curve, preparation steps and critical control points for beef stew



1. ensure against food contamination by establishing procedures for good personal hygiene habits and maintaining clean utensils and surfaces.

2. prevent bacterial growth by holding foods below 45°F or above 140°F and

3. ensure bacterial destruction by cooking foods above 165°F.

When you establish your critical controls and monitoring points, make sure they are feasible. Then standardize those controls so they become part of your regular procedures. The easiest and most effective way to implement these controls is to write them directly into your recipes (for example, "Bake in 325°F oven until center reaches 165°F") or to include them as part of a specific employee's job description. (This gives you accountability control as well.) You can also post signs or tags or require employees to maintain a log of monitoring points, but these techniques are generally less effective because they are not part of the normal job flow.

To check the effectiveness and feasibility of your controls and monitoring points, repeat the survey. You may find that an alternate procedure is needed when the first step does not meet its critical control goal. The most common shortcoming will involve temperature control. For example, if a food fails to meet the required temperature within the specified time period, reheating to 165°F is necessary to eliminate surviving bacteria.

An example of SAFE principles in action . . .

Let's put these SAFE principles to work in an imaginary restaurant. First, we will review the menu to establish which items are good candidates for SAFE. To keep things simple, the restaurant offers only two choices for each course.

For both the stew and the creamy banana pie begin your SAFE procedures by preparing detailed specifications for high-quality products. Inspect all food deliveries for quality and temperature. (Perishable foods must be held below 45°F.) Reject any product which does not meet your standards. Store in clean, dry facilities at proper temperatures and use the first in, first out (FIFO) plan for inventory rotation.

The remainder of the SAFE technique is illustrated in the accompanying flowchart and temperature curve. Although the chart and curve have been prepared for the beef stew, the same principles apply to the banana cream pie and other potentially hazardous foods on your menu.

Rest assured; the process is not as difficult as it first appears. As you become more familiar with the techniques, you may no longer need the flowcharts and detailed diagrams but can rely on your improved knowledge of food safety and your established SAFE procedures to protect your restaurant from foodborne disease. ❑

Menu	Assessment
Tossed green salad or *Gelatin mold with mixed fruits*	Low-water activity makes these foods not potentially hazardous. However, do guard against cross-contamination from other foods. Keep items refrigerated for quality.
Broiled swordfish steak	Potentially hazardous item. Keep refrigerated. But since item is cooked "to order," there is no need for a complete SAFE survey.
Old-fashioned beef stew	Potentially hazardous item because of its multiple ingredients, large volume, multiple steps and heating and cooling requirements. Preparation of this dish should receive a SAFE survey.
Tart lemon pie	The pie's very acid, low-water content does not make this item potentially hazardous. Keep refrigerated for quality and to guard against contamination.
Creamy banana pie	The filling is potentially hazardous because of the multiple preparation steps involved and the heating and cooling steps required. A good candidate for a SAFE survey.

Preventing foreign-body contamination

Although the primary concern of your SAFE program is to prevent bacterial contamination and growth, you should also be alert to foreign bodies that might find their way into your foods.

Fortunately, most ingested foreign bodies pass harmlessly through the digestive tract, but occasionally a nut or bolt from a piece of equipment can damage teeth. Wire ties, metal shavings or broken glass and crockery can cut the mouth and throat. Even a seemingly harmless toothpick can pierce the intestine. This has caused at least one death.

When you perform your SAFE survey, consider possible foreign-body contamination. Keep equipment well adjusted and use only recommended lubricants; properly dispose of all wrapping and packaging materials; keep all non-food items away from foods; and be sure that toothpicks, skewers or markers are clearly visible in foods. In short, arrange your kitchen processes, storage and materials to keep non-food items out of the foods you serve.

Editors note: *Due to reader interest in NRA's SAFE program, next month's issue will include an extension of the series and cover viral infections and chemical poisonings.*

NRA Director Elmont caters celebrity wedding

Austrian President Kurt Waldheim sent a sculpture depicting the bride and groom in traditional Austrian dress. The Pope sent a blessing. President Ronald Reagan penned a congratulatory note. And NRA Director Stephen Elmont of Creative Gourmets, Ltd. in Boston, MA, dispatched 67 employees—six chefs, 47 servers, three managers, six bartenders and five utility people—to ensure that every detail of the reception for the Shriver-Schwarzenegger wedding last April was in order.

By all accounts it was *the* wedding of the spring season, joining movie star Arnold Schwartzenegger with Kennedy family member and CBS co-anchor Maria Shriver. The 450 guests, assembled in two heated tents in the Kennedy compound at Hyannis Port, MA, supped on a menu of traditional items created by Creative Gourmets for the occasion.

According to Lois Yurow, sales and marketing coordinator for Creative Gourmets and the company's liaison with the Shriver family, the final menu was the product of the bride's food preferences and the company's suggestions for preparing those items. "We tried to incorporate both the Cape Cod and the Austrian themes," Yurow explained. "The seafood of the Cape was represented as were Austrian delicacies, such as sacher and linzer tortes." Other items served that day included eight hors d'oeuvres, which accompanied the raw bar during the cocktail hour; a lunch of chicken breasts in champagne sauce with three types of mushrooms; pasta with shrimp and asparagus; fresh sauted vegetables; rice pilaf and salad. Long-stemmed California strawberries and fresh fruit tarts accompanied the Austrian pastries. An eight-tier wedding cake was prepared by the Shriver family chef.

What was the most difficult aspect of pulling off such a social event? According to Elmont, "The main problem was the usual catering dilemma—operating without a stationary kitchen. We brought our own portable kitchen, but it was a cold, misty New England day, and we had to take extra care to keep the food hot." Elmont hinted that the New England weather, however, proved beneficial to Creative Gourmet staffers. At the close of the event Senator Edward Kennedy invited the employees who were waiting for their bus to come in out of the rain and tour the first floor of the Kennedy house, an area well known for its fabulous family photographs.

Susan Hasslocher becomes Texas Restaurant Association President

NRA President G. "Jim" Hasslocher, himself one-time president of the Texas Restaurant Association (TRA), was on hand at TRA's recent annual convention to watch his daughter assume the reins of office for the year 1986–87. Susan Hasslocher, vice president and area manager of Frontier Enterprises in Austin, TX was invested as TRA president in June.

As TRA's new president, Susan Hasslocher pledged to expand the association's legislative and educational programs, increase membership and to promote the professional image of the foodservice industry.

A native of San Antonio, Susan Hasslocher graduated from the University of Texas with a Masters in Business Administration. As vice president of Frontier Enterprises in Austin, she oversees the operation of several Jim's Coffee Shops and Magic Time Machine Restaurants.

—Dorothy Dee

NRA President G. "Jim" Hasslocher and daughter Susan Hasslocher, newly-invested president of Texas Restaurant Association.

#74

The many roles of the CEO

I am perpetually impressed, and often amazed, at the ability of chief executive officers (CEOs) to function with effectiveness and efficiency in light of the multiple demands placed upon them. CEOs are truly extraordinary in their ability to shift from one role to another instantaneously, without a loss of momentum or hesitancy of thought or action.

To some degree, the manager of any self-contained organizational unit functions as a CEO, experiencing the same daily demands and requirements that the top executive of that enterprise faces. Accordingly, the following list of the many roles required of a CEO is applicable to these managers as well.

1. Creator of standards, values and organization culture. The CEO needs to establish and maintain standards both by personal example and organizational fiat. But it is the personal example that carries more weight. Standards are required for every element of the operating system (production, distribution, service, and so forth) and every component of organizational activity (such as sales, human resources, financial management). The CEO is the standard bearer for the organization, maintaining its support and preventing its erosion. The CEO is also the author and projector of organizational values, embracing such elements as quality, customer orientation and a disposition of "going the extra mile" for employees as well as a demonstrated concern for social responsibility and financial accountability. A good CEO honors the value system of the company and personifies the overall corporate culture embodying the system-wide morality. The CEO is, in short, the leader of the enterprise in every sense of the word.

2. Risktaker/Riskmaker. The CEO is ultimately responsible for what happens to an organization and for what he/she *makes* happen. The setting of new directions, the entering of uncharted waters, and the making of critical personnel, marketing, financial and public affairs decisions all carry a certain element of risk. In addition to risk taking in the normal context of ongoing activities, the CEO is a riskmaker as well, challenging conventional ideas with creative concepts, inspiring subordinates to reach beyond their grasp and establishing conditions wherein major breakthroughs can occur. The CEO does so, however, in an environment where there is not a fear of failure but an abhorrence of it.

3. Chief tactician. The CEO is the captain of the organizational ship and is "on the bridge" each day, getting the "weather" readings and making the required adjustments. While engaged primarily in planning activities, the CEO must deal with both the short-term and long-term future. He/she must look at the annual operating plan, quarterly reports, monthly results and flash indices. Rapid responses need to be made to competitive attacks, the general economy, the vagaries of public sentiment, the fluctuations of financial markets and so forth.

4. Chief strategist. The CEO is a tactical strategist. CEOs rightfully look for lasting achievements, recognizing that, while they themselves may be transitory, the organization must endure and stand the test of time.

5. Chief spokesperson. The CEO represents the company both within and outside the organization. At critical points, the CEO must stand before the world and clearly enunciate the position of the organization relative to the issue at hand. The CEO must be articulate and able to synthesize disparate functions and/or events into a cohesive whole, so that the organization is positioned in the most favorable posture possible with all of its publics. He/she must be a seer, possessing the wisdom of Solomon, the intellect of Socrates and the stamina of Hercules.

6. Chief negotiator. Because an organization is a system of interacting components, friction and conflict occur with some degree of regularity. The CEO is the chief arbitrator in those instances, managing the friction in the best long-term interest of the enterprise. The CEO is also the moderator, referee or umpire among competing concepts, approaches and personalities within the organization. As such, the CEO should be a stabilizing countenance, possessing an air of finality and the habit of command.

7. Chief observer. The CEO must know the anatomy of the industry and the economy in which operations are conducted so that his/her practiced eye can catch the slightest change and determine whether such change is fleeting (fad) or is a fundamental shift (trend). A CEO is both a diagnostician and a prognostician who must keep a mental finger on the pulse of the organization as well as the relevant factors in the external world.

8. Buck stopper. The CEO is the person in an organization who is "the final judge," "the court of last resort" and "the person with the ultimate word."

Fisher's Law #74. The truly successful CEO can read people and events with as much facility as he/she can read written documents.

Psss't...Are you an NRA source?

The National Restaurant Association and *RESTAURANTS USA* are gathering information on the following topics. If you are involved in any of the these programs, please fill out the *short* questionnaire on the inside back of this month's special outer cover. Return it to NRA, and we may contact you regarding the specifics of your programs.

Do you: sponsor cooking classes?
offer cooking demonstrations?
have alternatives to discount drink happy hours?
have an apprenticeship program?
purchase any of your supplies through direct wholesale?
offer food delivery or unique carry-out services?
offer a retirement program or special flextime for employees with children?

Become an NRA source; respond today.

CREST Focus

Uneven growth in lunch business

NRA research reveals that people eat lunch away from home more than any other meal. This CREST report focus takes an in-depth look at the lunch market and at the factors that affect traffic and sales.

When the 12 o'clock whistle blows, signaling the lunch hour, many consumers head for the nearest restaurant, cafeteria or fast food outlet. In fact, NRA's *Meal Consumption Behavior* study reveals that people eat lunch away from home more than any other meal. In 1985, nearly 54 percent of those questioned revealed they ate lunch in a restaurant or school/work cafeteria at least once a week compared to 51 percent in 1981 when a similiar study was conducted. A smaller 49 percent of consumers purchased dinner at least once a week in 1985, while 18 percent indicated they ate breakfast at a restaurant or school/work cafeteria.

Furthermore, in 1985, consumers ate an average 2.1 lunches per person in a restaurant or school/work cafeteria during a seven-day period. On an annual basis, this translates into 109 lunches per person that were eaten away from home, and this figure represents a five percent increase from 1981. In contrast, the average consumer either ate the midday meal at home or "brown-bagged" it 3.8 times a week and skipped lunch 0.6 times.

Data from CREST's *Household Report* also reveal that the midday repast accounts for a large proportion of restaurant traffic and sales although the figures differed from the NRA study. Because CREST data do not reflect lunch visits at school or work cafeterias as do data from NRA's study, the allocation of visits among the three main meal periods differs. According to CREST, lunch captured a hefty 37 percent of traffic and one-third of sales. But this share has declined slightly since 1982 when lunch accounted for 38 percent of traffic and nearly 35 percent of sales. Dinner represented a greater 39 percent of traffic and 53 percent of sales in 1985, while breakfast captured a little more than 10 percent of traffic and almost seven percent of sales.

In recent years increases in customer counts and sales at the midday meal have lagged behind the industry average. In 1985, traffic at lunch edged down 0.7 percent versus a 1.0 percent increase for all restaurants. Lunch sales advanced 1.4 percent during this same period, while overall industry sales increased a more impressive 3.1 percent. Furthermore, from 1982 to 1985, lunch traffic advanced a modest 3.7 percent, and sales grew 13.5 percent. In contrast, industry-wide traffic and sales advanced 7.9 percent and 17.0 percent, respectively, during this period. Additionally, customer counts and sales for both breakfast and dinner posted higher-than-average gains between 1982 and 1985. Customer counts at breakfast skyrocketed 31.0 percent and sales shot up 38.1 percent. Dinner traffic and sales rose a more moderate, but still impressive, 10.2 percent and 17.9 percent, respectively.

Popular lunch foods and beverages
1985

	Proportion of orders
Sandwiches	53.5%
Hamburgers/cheeseburgers	28.6
Soft drinks	39.4
French fries	29.1
Coffee	14.8
Side dish salad	12.8
Cole slaw	4.5
Salad bar	3.6
Tea	10.9
Iced	9.0
Chicken	9.8
Fried	5.5
Nuggets	2.2
Main dish salad	6.6
Pizza	5.7
Mexican	5.0
Soup	4.9
Ice cream	2.9

Source: CREST *Annual Household Report*, 1985.

Factors influencing traffic and sales . . .

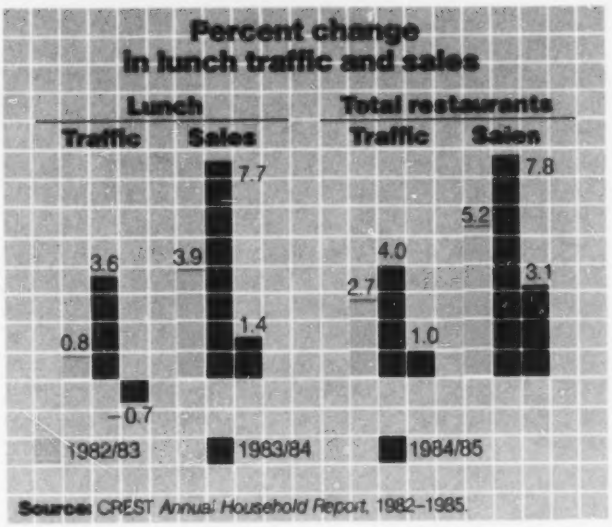
What's behind these below-average gains in lunch traffic and sales? A variety of factors had an effect, including:

- **employment patterns.** Lunch traffic and sales are generally tied to employment patterns because working people account for a big proportion of lunch business. Although employment rose between 1982 and 1985, the rate of increase slowed. This may be one reason why lunch traffic and sales advanced more slowly than they had in the past.
- **increased spending for durable goods.** As the economic picture improved, many consumers with extra money in their pockets stepped up spending for durable goods, such as automobiles and home furnishings. As a result, consumers had less cash to spend for some discretionary items, such as restaurant lunches.
- **an above-average increase in check size.** The average per person check for lunch increased 9.4 percent between 1982 and 1985, well above the 8.2 percent advance in average check size for all restaurants during this period. The average cost now exceeds $3.00. Some customers probably cut back on their restaurant visits because they perceived a lower price/value relationship for lunch. A 1984 Gallup survey substantiates this impression. It reveals that lunch received the lowest price/value rating of all meal periods.
- **more inplant feeding operations.** A growing number of employers are operating employee cafeterias. As a result, lunch sales and traffic may be understated since CREST

does not measure transactions at inplant foodservice operations. For instance, NRA data reveal that from 1982 to 1985 foodservice contractors in manufacturing and industrial plants recorded a hefty 20.9 percent increase in sales, and those in commercial and office buildings posted a 22.8 percent gain, reflecting the growing popularity of these operations.

Quick service grabs largest share . . .

According to CREST's *Household Report*, lunchtime sales at quick service establishments jumped a substantial 23.9 percent between 1982 and 1985, while customer counts climbed a healthy 10.4 percent during this four-year period. This strong increase in sales and traffic reflects that these establishments are able to accommodate customer demand for convenience and fast sevice at a reasonable price. In fact, a 1984 Gallup poll (see **NRA NEWS,** Sept. 1984) reveals that the majority of consumers—57 percent—spend no more than 30 minutes in a restaurant for lunch, underscoring the attraction of quick service restaurants. In addition, quick service outlets account for the lion's share of traffic and sales at lunch. In 1985, these establishments captured 51.6 percent of sales and 64.6 percent of traffic.



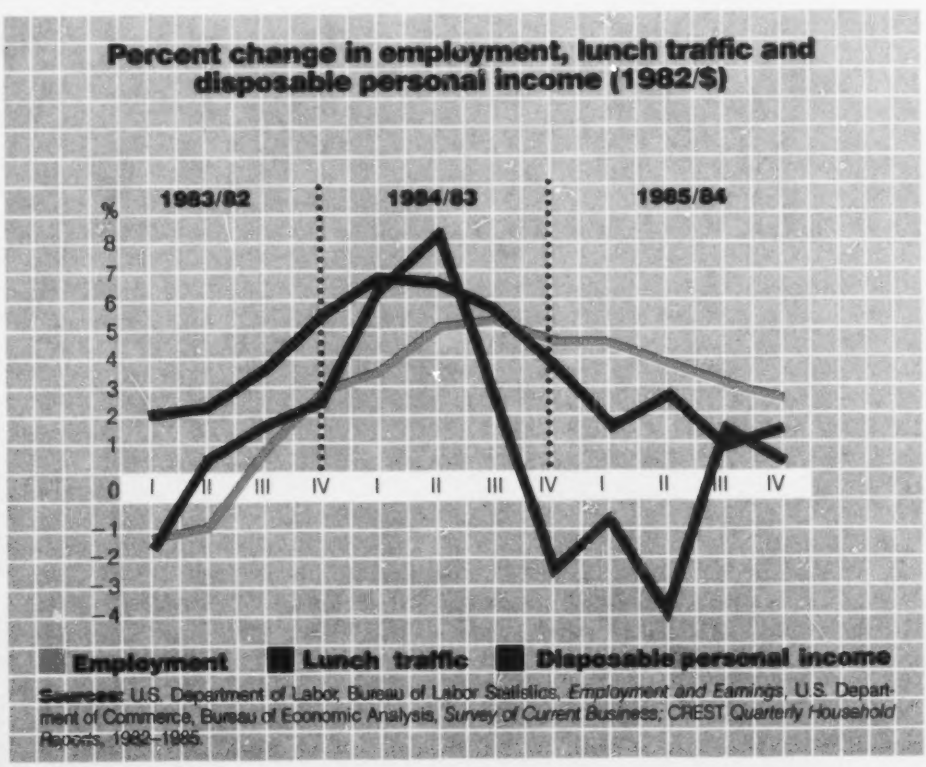
Source: CREST *Annual Household Report*, 1982–1985.

Hamburger restaurants are the overwhelming favorite type of fast food restaurant for lunch patrons. In 1985, these establishments accounted for a hefty 22.2 percent of total lunch sales and 30.8 percent of all lunch traffic. Quick service pizza parlors ranked second in popularity, capturing 6.6 percent of traffic and 6.7 percent of sales. Fast food establishments specializing in chicken placed third, with 5.5 percent of traffic and 4.9 percent of sales.

Upscale restaurants also posted a strong 7.5 percent gain in lunch traffic and a 12.4 percent jump in sales between 1982 and 1985. Many consumers find the atmosphere at upscale restaurants conducive for business meetings, and this has helped boost traffic and sales. Also, many consumers had more discretionary income during this period, which probably influenced some patrons to trade up to upscale establishments. Nonetheless, these establishments accounted for the smallest proportion of lunch traffic and sales in 1985, 7.2 percent and 14.8 percent, respectively.

Midscale restaurants recorded a slight 0.8 percent increase in lunch sales, and a disappointing 9.7 percent decline in lunch traffic between 1982 and 1985. This poor performance suggests that customers may be trading up to more expensive restaurants or down to less expensive restaurants for this meal. However, specific types of midscale restaurants have fared extremely well during this four-year span, including specialty and ethnic restaurants featuring Mexican, Asian and Italian fare. Midscale establishments are important places for eating lunch as they account for a large proportion of lunch-hour sales and customer counts. In 1985, these establishments represented 33.5 percent of sales and 28.2 percent of traffic.

Midscale lunch patrons are most likely to frequent varied menu establishments. In 1985, this restaurant type captured 9.8 per-



Sources: U.S. Department of Labor, Bureau of Labor Statistics, *Employment and Earnings*; U.S. Department of Commerce, Bureau of Economic Analysis, *Survey of Current Business*; CREST *Quarterly Household Reports*, 1982–1985.

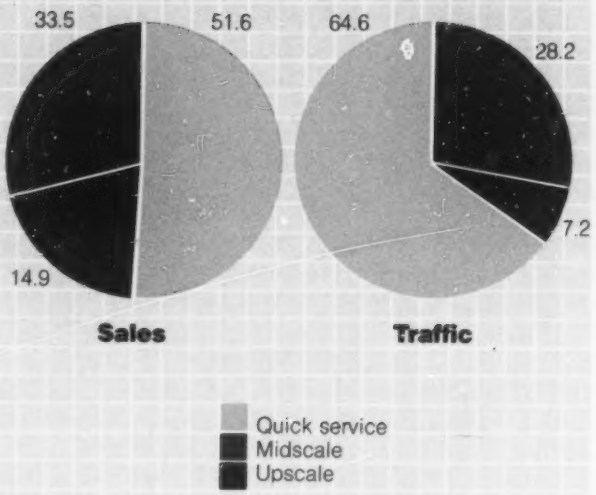
cent of total lunch traffic and 11.6 percent of total midday sales. Midscale specialty restaurants also accounted for a significant proportion of lunch traffic and sales, 4.8 percent and 6.2 percent, respectively, while cafeterias captured 4.7 percent of traffic and 4.8 percent of sales.

Profile of lunch customers

To better understand the lunch market it is helpful to know who is most likely to eat lunch away from home. The following information from NRA's *Meal Consumption Behavior* study spotlights consumers most likely to patronize restaurants for lunch:

- **Men.** In 1985, 56.3 percent of the males surveyed revealed they ate lunch away from home at least once a week, and they averaged 2.4 meals per week.
- **Working women.** Women who work full or part-time consumed 2.5 meals each week in a restaurant or school/work cafeteria in 1985.
- **Young adults.** In 1985, consumers 18 to 24 years old purchased more restaurant lunches than any other age group—2.5 meals a week.
- **High-income households.** In 1985, 65.2 percent of households with incomes of $50,000 or more ate lunch away from home, and they averaged 2.6 lunches a week in a restaurant or school/work cafeteria.

Share of lunch sales and traffic by restaurant type
1985



Source: CREST *Annual Household Report*, 1985.

Lunch on the run . . .

The number of customers ordering lunch to go is on the rise. In 1985, 34.7 percent of all lunch orders were eaten off premise, considerably higher than the 27.8 percent figure recorded in 1982. Take out traffic for the midday meal also jumped substantially between 1982 and 1985—29.4 percent—while the number of patrons eating inside the restaurant actually declined 6.2 percent during the same period.

Of those purchasing lunch to go in 1985, the largest proportion of patrons consumed it at home—30.2 percent. Next came taking lunch back to the office—28.2 percent—and eating it in the car—21.6 percent.

Most consumers said they buy take out lunches because they are pressed for time, according to data from NRA's study, *The Take Out Market*. This is understandable since 41.5 percent of all customers are on their lunch break. Other patrons simply order take out food for the midday meal because they are away from home. NRA's study indicates that more than 17 percent of consumers are shopping before they order a take out lunch, and 6.3 percent are participating in a recreational activity.

Percent change in lunch traffic for on premise vs. off premise

	On premise	Off premise
1982/83	(7.7)%	23.0%
1983/84	3.1%	4.2%
1984/85	(1.5)%	1.0%
1985/82	(6.2)%	29.4%

Source: CREST *Annual Household Report*, 1982–1985.

Most popular foods at lunch . . .

In 1985, sandwiches captured more than half the orders at lunch, and hamburgers and cheeseburgers were runaway favorites, accounting for 28.6 percent of the orders. French fries were also in high demand at the midday meal, representing 29.1 percent of orders. Side dish salads were ordered on 12.8 percent of all lunch visits, and fried chicken and chicken nuggets were requested on 9.8 percent of midday occasions.

Pizza orders at lunch posted the most impressive growth between 1982 and 1985; they were up a whopping 40.7 percent. This is probably the result of pizza chains introducing pizzas for one and pizza by the slice. Mexican food also jumped in popularity during the four-year period—36.4 percent. Orders for main dish salads and chicken at the midday meal also have recorded impressive gains—up 24.4 percent and 18.2 percent, respectively.

The key to lunch sales . . .

To operate a successful lunchtime business, restaurateurs not only need to be aware of those factors that affect traffic and sales, such as the employment outlook and consumer life-styles, but they must also keep attuned to consumer needs and expectations for the midday meal.

According to NRA's study, *Consumer Restaurant Behavior: A View Based on Occasion Seg-*

mentation, there are three main reasons why customers say they eat lunch in restaurants.

1. They want a "fast and inexpensive" meal. Generally, these patrons are captive—they are not in a position to prepare or eat their lunch at home, and they are likely to frequent fast food establishments.

2. They want to be "on familiar ground." Consistent quality in food and service is the key attraction for this occasion, which appeals to people in professional and managerial occupations who want to discuss work. These patrons tend to look for daily specials and well-balanced meals.

3. They want to satisfy a social or business obligation. Those who use lunch for this type of occasion typically look for restaurants with a more formal or upscale atmosphere. Attractive presentations are key.

In addition, more and more consumers are placing increased importance on the nutritional aspects of lunch. NRA research reveals that among the foods consumers are most likely to try at a restaurant for any meal are fresh fruit, lean meats, broiled or baked fish and seafood, and whole wheat bread, rolls and crackers. In addition, a recent Gallup/NRA survey reveals that many consumers are making genuine efforts to change their eating habits at restaurants. For example, patrons report eating more fish, seafood and vegetables and less sugar, meat, fat and fried foods.

By understanding customer motivations for eating lunch at restaurants and catering to their needs, restaurant operators can build a successful lunch business.

—Susan Adelman

Operators responding to consumer nutrition concerns

This article reviews the results of a recent Gallup survey which asked restaurant operators how they are responding to consumer nutrition concerns. The survey reveals that the majority of operators have healthful substitutes available and that they are willing to alter preparation methods when requested. One-quarter of them report featuring or promoting the health or nutritional benefits of their menu items.

As the evidence linking diet and disease grows stronger, consumers are becoming increasingly aware of health and nutrition. Recent NRA surveys have shown that adults are more conscious of their eating habits both at home and away from home (see June/July **NRA NEWS**), with four out of 10 changing those habits in line with U.S. dietary guidelines. Specifically, respondents say they want more vegetables, fish and salads and less fat, meat, salt and sugar. Considering the availability of reduced-calorie, lite and lean products, it is obvious that food manufacturers are taking advantage of consumer awareness. Are foodservice operators following suit?

The results of a Gallup survey conducted for the National Restaurant Association in May 1986 indicate they are.* The survey examined a number of indicators from the availability of healthful menu items to the promotions of menu items on the basis of their health and nutrition benefits.

Nutritious basics available at restaurants . . .

When asked which healthy substitutes restaurants have available, virtually all operators mentioned diet beverages (95 percent) or sugar substitutes (92 percent), and more than eight out of 10 (84 percent) said they offer decaffeinated coffee. About two-thirds have margarine (66 percent) available as well as whole grain bread, rolls or crackers. The majority will serve fresh fruit

**This report presents the results of questions asked exclusively for NRA on The Gallup Organization's Survey of Restaurant Managers. Telephone interviews were conducted in May 1986 with 504 restaurant operators who average more than 100 transactions daily and make purchase decisions for types and brands of products used by the restaurant or franchise.*

Percent of operators offering substitutes on request

Make available on request	All operators	Type of menu: Limited	Type of menu: Full	Type of Restaurant: Fast Food	Type of Restaurant: Non-fast Food
Diet beverages	95%	95%	95%	92%	96%
Sugar substitutes	92	86	95	85	94
Caffeine-free coffee	84	65	93	61	90
Margarine	66	46	74	40	72
Whole grain bread/ rolls/crackers	62	47	69	38	68
Fresh fruit for dessert	59	37	69	32	66
Reduced-calorie salad dressing	37	32	39	32	39
Low fat/skim milk	33	18	39	21	36
Salt substitutes	33	29	34	24	35
Bran cereals	31	15	38	17	35

Source: Gallup/NRA Operator Survey, June 1986.

(59 percent) for dessert, and at least three out of 10 will honor requests for reduced-calorie salad dressings (37 percent), low-fat or skim milk (33 percent), salt substitutes (33 percent) or bran cereals (31 percent).

Operators accommodate special requests . . .

Because consumer nutrition concerns are focusing more directly on health maintenance and fat and cholesterol reduction, operators seem eager to accommodate these concerns. Almost three-quarters of the respondents reported they will alter preparation methods upon request. At least nine out of 10 will serve a sauce or salad dressing on the side or cook without salt. Operators also are willing to cook with unsaturated fats (margarine or vegetable oil) rather than saturated fats (butter, lard or shortening). Among those who will alter preparation methods on request, eight out of 10 report they will broil or bake a food rather than fry it, and six out of 10 will remove the chicken skin before cooking.

Percent of operators willing to alter food preparation methods on request

	Yes	No
All restaurant operators	**73%**	**24%**
Average cost per person per evening meal		
• Under $5.00	65	31
• $5.00 & over	78	20
Type of menu		
• Full	78	20
• Limited	62	33
Type of restaurant		
• Fast food	59	34
• Non-fast food	76	22
• Fine dining	86	13
• Family style	79	20
• All others	64	31

Note: *Proportion responding "don't know" is not shown. Otherwise response would equal 100 percent.*

Source: Gallup/NRA Operator Survey, June 1986.

Restaurants more prone to alter preparation methods when requested are those with a full menu (78 percent), those that charge $5.00 or more per person for an evening meal (78 percent), fine dining establishments (86 percent) and family style operations (79 percent).

Many have health and nutrition menu sections . . .

Operators also were asked about their health or nutrition promotions. Thirty-eight percent said they either feature such a program now or have plans to do so in the future. Close to one-quarter (23 percent) have current promotions.

Percent of operators who feature or promote menu items on basis of health and nutritional benefits

	All operators	Type of menu		Type of restaurant	
		Limited	Full	Fast food	Non-fast food
Yes	23%	14%	27%	14%	25%
No	76	84	73	83	75
Don't know	1	2	—	3	—

Source: Gallup/NRA Operator Survey, June 1986.

Types of changes operators will make*

Types of changes	All operators	Type of menu		Type of restaurant			
		Limited	Full	Fast food	Family style	Fine dining	All others
Serve sauce on the side	96%	90%	97%	90%	95%	100%	97%
Serve salad dressing on the side	93	84	96	78	93	100	95
Cook without salt	90	88	90	88	87	97	92
Prepare foods in vegetable oil or margarine	83	72	86	71	84	90	83
Broil or bake food rather than fry	80	60	87	48	85	96	78
Skin chicken before preparing	61	44	67	36	64	87	47

*Based on the 73 percent of respondents who said they would alter food preparation methods.

Source: Gallup/NRA Operator Survey, June 1986.

and 15 percent have future promotional plans. These restaurants tend to feature full rather than limited menus and are non-fast food establishments. Nutrition promotions are more popular among operators located in the West and East and less popular in the South. Those who promote nutritious fare reported that, on average, 15 percent of their orders come from the health and nutrition selections. Fifty-three percent said that one to 19 percent of their orders are for health and nutrition selections, and another 15 percent indicated that 20 to 29 percent of their orders come from these items.

The methods used to promote nutritious restaurant fare include a special section on the menu (used by 37 percent), verbal promotion by waitstaff (12 percent), highlighting nutritious items on menu with special symbols (10 percent) and using a separate menu to promote health and nutrition selections (nine percent).

Because patrons tend to be put off by quantitative nutrient data, it is understandable that few operators reported printing any nutrition information on their menus. Four percent include caloric information, and only two percent convey the fat, sodium or cholesterol content. Among those who do not print nutrient information on the menu, 17 percent do have this information available upon request.

Restaurateurs note increased consumer interest in health and nutrition . . .

Restaurateurs were asked whether they noticed an increase in patron demand for healthful menu items. One out of two reported increased demand for salads, fish and seafood, and about four in 10 cited increases in the demand for fresh vegetables, poultry, fresh fruit and baked or broiled foods. Approximately one-third mentioned more requests for lean meat, foods prepared without sauces and butter and foods cooked without salt, while over one-fourth say the demand for desserts has increased. With the exception of desserts, these foods reflect consumer interest in a lower fat, lower cholesterol, higher fiber wellness diet. Other surveys, too, have identified similar foods, though not in identical sequence, as being the ones consumers are ordering most often in restaurants.

With the exception of salads, increased patron demand for the foods mentioned varies according to restaurant type. Non-fast food establishments and those with full menus more frequently mentioned noticing an increase in patron demand for these healthier items. This appears especially true for fine dining operations. These findings reinforce the concept that interest in nutrition in restaurants is partially dependent on the eating out occasion.

Continued marketing opportunity for operators . . .

Consumer interest in nutrition has been steady over the past few years. Both federally-sponsored public nutrition education programs and stronger scientific consensus on diet and disease are expected to not only sustain but also to fuel the public's interest in health and nutrition. This presents a continued marketing opportunity for foodservice operators.

—Claire Regan, R.D.

A second look at new concepts

A recent Gallup survey shows that the popularity of new restaurant concepts has changed since last year.

Competition in the foodservice industry has operators scrambling to explore new ways to differentiate themselves from others while still satisfying diverse consumer tastes and needs. That is why new restaurant concepts and menu items have emerged

Last year, the National Restaurant Association commissioned the Gallup Organization to examine consumer behavior toward a variety of specialty restaurants. Results from that survey, which was discussed in the June/July 1985 issue of this magazine, provided a first look at consumer patronage and the demographic segments driving the expansion of specialty restaurants. A similar survey was conducted again this year.* In comparing this year's results to those of the year before it appears that not all concepts are doing equally well.

Barbecue, pasta and pizza delivery soar . . .

Barbecue, pasta and pizza delivery specialty restaurants were more popular with consumers this year. Nearly one out of two consumers patronized barbecue restaurants, pasta restaurants, or pizza delivery restaurants during the first quarter of this year, reflecting a substantial increase for each segment. The increase in patronage may be partly a result of the growth in the number of these establishments. Food courts, in particular, seem to attract barbecue and pasta specialty restaurants, and they are growing in number. In addition, barbecue and pasta items are featured more frequently on the menus of many midscale and upscale restaurants. In the pizza business, delivery is fast becoming a standard of service.

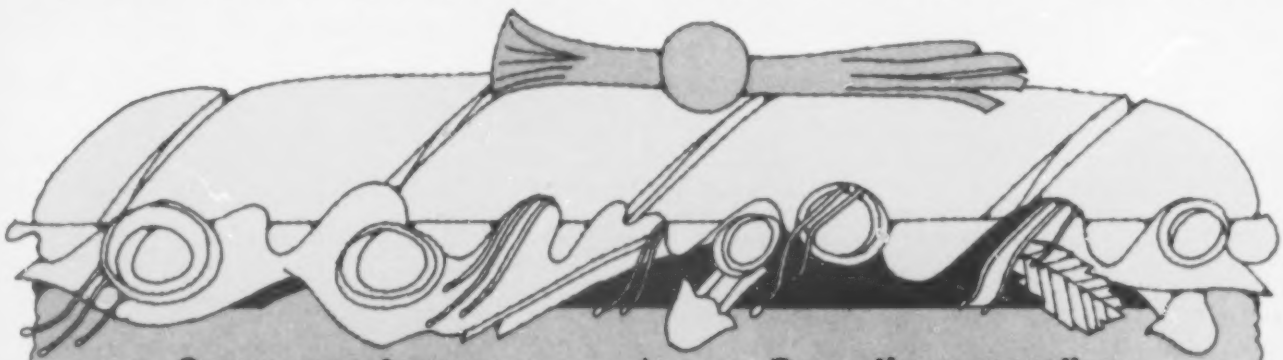
Forty-seven percent of the adults interviewed indicated eating a meal or snack at an establishment specializing in barbecue, up considerably from 34 percent in 1985. Barbecue, a traditional Southern favorite, is enjoying more widespread acceptance. While it is still most popular with Southerners, survey results show it has made substantial gains in both the Mid-

**In March 1985, and again in April 1986 the National Restaurant Association commissioned the Gallup Organization to conduct a survey of adults to ascertain their current use and future likelihood of using different restaurant concepts. The 1985 survey included American regional cuisine, but the 1986 survey did not. Two new concepts, hot dogs and bakery items, were added to the 1986 survey. Approximately 2,000 men and women, 18 years old and older, were interviewed by telephone during the periods of March 11 through March 31, 1985, and April 7 through April 30, 1986. The question asked of all adults in both surveys was, "In the past three months have you eaten a meal or snack from a place that specializes in . . . ?"*

west and West. Forty-six percent of the Midwesterners had been to a barbecue specialty restaurant this year versus only 28 percent in 1985. Of the Westerners, 49 percent had eaten at a barbecue restaurant early in 1986 compared to 32 percent the previous year.

Pasta specialty restaurants enjoyed increased patronage—visited by 46 percent this year versus only 35 percent in 1985. Again this year, Easterners were the most likely group to have eaten a meal or snack at a pasta specialty restaurant.

Pizza delivery restaurants are gaining a greater market share. Pizza delivery remains most popular with 18 to 24-year-olds—nearly three-fourths of the respondents in this group indicated they had purchased food from a place specializing in pizza delivery in the first quarter of this year. Working women also seem to enjoy the



Consumer patronage of specialty restaurants*

Specialty restaurant	March 1985	April 1986
Bakery items, such as croissants, muffins, cinnamon buns	**	49%
Pizza delivery	40%	47
Barbecue	34	47
Pasta	35	46
Hot dogs	**	42
Premium, hand-dipped ice cream	32	34
Hamburgers with a variety of toppings, served in establishments that offer alcoholic beverages	33	34
Diet or lite menu items	26	29
Asian fast food	25	29
Freshly baked cookies	29	26
Gourmet, ready-to-eat take out foods	18	21
Marinated, broiled or Mexican-style chicken	17	20
Spicy, Cajun-style cooking	14	18
Display cooking in front of patrons	12	13
Mesquite grilling	5	9
Sushi or sashimi	7	5

Percentage of adults who patronized restaurants in first three months of 1985 and 1986
***Not asked in 1985 survey*

Source: *Consumer Preferences for New Restaurant Concepts, 1986*, National Restaurant Association, August 1986.

Proportion responding very likely/likely to try specialty restaurants*

Specialty restaurant	March 1985	April 1986
Premium, hand-dipped ice cream	37%	39%
Barbecue	35	35
Freshly baked cookies	30	31
Pasta	28	27
Pizza delivery	24	26
Bakery items, such as croissants, muffins, cinnamon buns	**	26
Hamburgers with a variety of toppings, served in establishments that offer alcoholic beverages	24	22
Gourmet, ready-to-eat take out foods	20	22
Display cooking in front of patrons	22	21
Asian fast food	21	19
Diet or lite menu items	19	18
Marinated, broiled or Mexican-style chicken	17	18
Spicy, Cajun-style cooking	16	15
Mesquite grilling	12	14
Hot dogs	**	14
Sushi or sashimi	8	8

Asked only of those respondents who had not tried the restaurant in the first three months of 1985 and 1986
***Not asked in 1985 survey*

Source: *Consumer Preferences for New Restaurant Concepts, 1986*, National Restaurant Association, August 1986.

convenience of this service—about one in two had patronized a restaurant specializing in pizza delivery.

Gourmet hamburgers are holding steady . . .

Thirty-four percent of consumers surveyed had eaten at an establishment that offers alcoholic beverages and specializes in hamburgers with a variety of toppings. This figure is only one percentage point above 1985 levels. Although the gourmet hamburger segment was expected to be a profitable one, the demand for this specialty may have been overestimated. Many companies that rushed to get in to the market are now scrambling to get out, and others are revamping concepts and expanding menus in order to survive.

Young people, singles and individuals with household incomes over $30,000 a year were the target markets for gourmet hamburgers. Yet this specialty restaurant has lost favor with these same groups.

More ice cream . . .

American consumers continue to enjoy dessert items. More consumers patronized premium hand dipped ice cream establishments in 1986—34 percent versus 32 percent in 1985. Ice cream places decreased in popularity with 18 to 24-year-olds (down 4 percentage points), but gained patronage in all other age segments.

On the other hand, fewer adults patronized stores specializing in freshly baked cookies this year, 26 percent as opposed to 29 percent a year ago. The incidence of patronage declined in all but three demographic segments—50 to 64-year-olds, women who work full-time and individuals with incomes between $20,000 and $29,999 a year. Patronage in each of these segments was up a slight two percentage points.

Asian fast food and lite menu items catch on . . .

Restaurants specializing in Asian fast food and diet or lite menu items are gaining ground. About three out of 10 adults surveyed had patronized establishments offering one of these specialties in 1986. In comparison, about one-fourth indicated they had been to such places in 1985.

Asian fast food has won favor with the traditional fast food customer: young adults between the ages of 18 and 24, followed closely by singles and working women. While diet or lite menu items remain most popular with working women, there have been significant increases this year in the number of men and 18 to 24-year-olds who reported patronizing establishments offering this specialty. In 1985, only 22 percent of the males and 23 percent of the 18 to 24-year-olds had gone to an establishment specializing in diet or lite menu items. This year these numbers are up to 26 percent and 30 percent, respectively.

Regional concepts gain acceptance . . .

Chicken—marinated, broiled or Mexican-style—Cajun style cooking and mesquite grilling are three regional concepts gaining consumer acceptance in all parts of the country.

The increased popularity of each of these concepts can be attributed, in part, to their expansion outside their traditional strongholds in the South and West, particularly to the East and Midwest.

- Marinated, broiled or Mexican-style chicken restaurants were tried by 17 percent of those residing in the Midwest and East, representing increases from 13 and 11 percent, respectively.
- Spicy, Cajun-style places were patronized by 17 percent in the East (up from 13 percent in 1985) and by 14 percent in the Midwest (up from 11 percent the previous year).
- Six percent of the Easterners and five percent of the Midwesterners had patronized an establishment specializing in mesquite grilling this year versus 1985 levels of four and two percent, respectively.

Bakery items and hot dogs popular . . .

Two concepts added to this year's survey— restaurants specializing in hot dogs and those establishments offering bakery items, such as croissants, muffins and cinnamon buns—are very popular with American consumers. Forty-nine percent of the respondents had eaten a meal or snack from an establishment specializing in bakery items, and 42 percent had been to a hot dog specialty restaurant during the first three months of 1986.

Many different types of establishments—donut shops, convenience stores and even upscale restaurants—now offer a line of freshly baked goods. In addition, bakery specialty restaurants are now located in many food courts. This may account for the relatively high proportion of consumers having eaten at places specializing in bakery items. Young adults (56 percent), individuals with household incomes of $30,000 or more (56 percent), college graduates (55 percent) and women who are employed full-time (52 percent) are the demographic segments most likely to have patronized a place specializing in bakery items.

Because hot dogs have always been an American favorite, their popularity among survey participants is not surprising. The growth of food courts and several gourmet hot dog chains may also be contributors to the rather large proportion of adults who reported they had been to a restaurant which featured hot dogs during the first quarter of this year. The demographic segments most likely to patronize establishments specializing in hot dogs include 18 to 24-year-olds (53 percent), nonwhites (51 percent), men (48 percent) and residents of the Midwest (44 percent).

Consumers still willing to try new concepts . . .

Respondents who had not been to specialty restaurants were asked how likely they would be to try these 16 concepts in the future if the opportunity were available to them. The results from the 1986 survey are similar to those obtained the previous year.

Again this year, premium, hand-dipped ice cream, barbecue and freshly baked cookies elicited the most positive future trial response.

At least one in four expressed an interest in trying pasta, pizza delivery and bakery restaurants, suggesting these specialties still have room to grow. Central computer systems should boost the spread of pizza delivery, and America's sweet tooth will undoubtedly continue to support sales of bakery items.

A slightly smaller proportion expressed a willingness to try places specializing in gourmet, ready-to-eat takeout foods (22 percent), hamburgers with a variety of toppings served in establishments that offer alco-

holic beverages (22 percent), display cooking in front of patrons (21 percent) and Asian fast food (19 percent).

While fewer than one-fourth expressed a willingness to try the other concepts, many still have only limited exposure and therefore remain relatively unknown to many consumers. However, as more operators begin to offer specialties, such as mesquite grilling and marinated, broiled or Mexican-style chicken, these concepts will undoubtedly also find consumer acceptance.

For more information

NRA has published a complete report of the two surveys. Called *Consumer Preferences for New Restaurant Concepts, 1986*, it details the results of the 1986 survey. Included are comparisons with responses from the 1985 survey along with extensive demographic information, such as age, sex, household income, household size, marital status, region of the country and education.

The cost to NRA members is $15 (plus $2 shipping and handling), and the cost to non-members is $30 (plus $3 shipping and handling). Residents of Washington, DC, must add a six percent sales tax. Illinois residents must add seven percent. Chicago, IL, residents must add an additional one percent sales tax, bringing their sales tax total to eight percent.

To order, contact the National Restaurant Association, 311 First St., N.W., Washington, DC 20001 or call (800) 424-5156 or (202) 638-6100. **Payment must accompany all orders.** Credit card telephone orders are accepted. Please specify number CS803 when ordering.

Selected demographic changes in consumer patronage of specialty restaurants*

Specialty restaurant	March 1985	April 1986
Barbecue		
East	32%	49%
Midwest	28	46
Pasta		
Midwest	33	47
West	36	47
South	28	39
Pizza delivery		
18 to 24-year-olds	62	73
Working women	43	51
Hamburgers with a wide variety of toppings, served in establishments that offer alcoholic beverages		
18 to 34-year-olds	44	41
Annual income of $30,000 or more	42	39
Singles	40	37
Premium, hand-dipped ice cream		
18 to 24-year-olds	42	38
25 to 34-year-olds	32	38
35 to 49-year-olds	35	37
50 to 65-year-olds	28	31
65 years old and over	22	25
Freshly baked cookies		
18 to 24-year-olds	44	32
Singles	34	26
Asian fast food		
18 to 24-year-olds	32	38
Singles	30	34
Working women	29	34
Diet or lite menu items		
Working women	33	34
Men	22	26
18 to 24-year-olds	23	30
Mesquite grilling		
East	4	6
Midwest	2	5
25 to 34-year-olds	6	12
Married couples	4	9
Marinated, broiled or Mexican-style chicken		
East	13	17
Midwest	14	17
25 to 34-year-olds	21	26
Married couples	15	20
Spicy, Cajun-style cooking		
East	13	17
Midwest	11	14
18 to 24-year-olds	18	26
Non-whites	20	27

Percentage of adults from specified demographic segments who patronized restaurants in first three months of 1985 and 1986

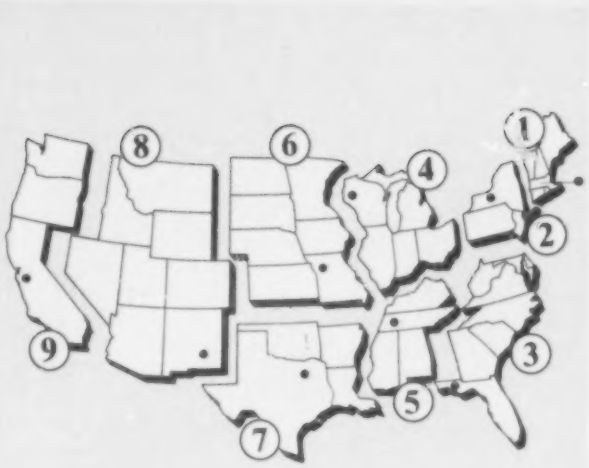
Source: *Consumer Preferences for New Restaurant Concepts, 1986*, National Restaurant Association, August 1986.

Those who were eager to try, did . . .

In 1985, the demographic segments that were most eager to try new restaurant concepts included working women, 18 to 24-year-olds, college graduates and individuals with household incomes of $30,000 a year or more. This year's results show that more working women patronized these specialty restaurants during the first three months of 1986 than did other demographic groups, and 18 to 24-year-olds made a strong showing. College graduates and individuals with incomes of $30,000 or more were also more likely than other demographic segments to have eaten a meal or snack at a specialty restaurant.

These demographic segments seem to be the driving force behind the growth of specialty restaurants. Furthermore, changes in the preferences of these groups appear to have directly influenced the overall acceptance level of many of the restaurant concepts included in this survey. The concepts these groups were very likely to patronize this year, pizza delivery, barbecue and pasta, are those that recorded the most substantial increases in popularity since the 1985 survey. On the other hand, the concepts which fell out of favor with these demographic segments, freshly baked cookies and gourmet hamburgers, experienced very little or negative growth in 1986. Understanding why and where these consumer segments spend their away-from-home food dollar could be the key to success for many specialty restaurant operators.

—Kate Conroy



1 NEW ENGLAND

Location: Springfield, MA
NRA member: Rupprecht R. Scherff
Operation: The Student Prince Cafe
Profile: Full service restaurant
In business: 51 years
Seats: 150
Meals served: Lunch, dinner

According to **Rupprecht Scherff,** owner of The Student Prince Cafe, the economy throughout the entire state of Massachusetts is flourishing, and the unemployment rate is among the lowest in the nation. "It's tough to get help," reports Scherff. "Fortunately, we've been blessed with many long-time employees who are loyal to us."

The Student Prince, named after a classic German operetta, has been serving German food to Springfield residents and tourists for more than 50 years. Scherff says German cuisine is especially popular among GIs who were first introduced to it during World War II. House specialties include *jaegerschnitzel* (veal cutlet in burgundy wine), *sauerbraten* (marinated pot roast) and standard American beef dishes. The German theme is carried through the restaurant's decor, with beer signs gracing the walls as well as antlers and fancy "old country" glassware.

2 MIDDLE ATLANTIC

Location: Rochester, NY
NRA member: Richard Rund, Sr.
Operation: Rund's on the Ridge
Profile: Full service restaurant
In business: 9 years
Seats: 200
Meals served: Lunch, dinner

The recent layoffs at Eastman Kodak, a major employer in Rochester, combined with the summer heat, have caused business to slow at Rund's on the Ridge. But manager **Jack Schifano** doesn't expect customer counts will be down for long. "As soon as the cool weather hits, we'll be back into our busy season," he predicts.

Although the first thing customers see when they enter Rund's on the Ridge is a large rotisserie for cooking meats to juicy perfection, the specialty of the house is unquestionably seafood. In addition to an oyster bar and an extensive salad bar, customers enjoy a spectacular seafood buffet which includes shrimp—fried, peeled or in a salad; fried clam strips; fried smelt; clam and scallop casseroles and two kinds of homemade soups. And for a small extra charge, customers can buy an unlimited supply of crab legs.

3 SOUTH ATLANTIC

Location: Pensacola, FL
NRA member: Arden Anderson
Operation: New World Landing
Profile: Full service restaurant
In business: 3 years
Seats: 150
Meals served: Breakfast, dinner

"It seems everyone in Pensacola wants to get into the restaurant business," laments **Arden Anderson,** owner of New World Landing. "There is a new restaurant opening every 10 minutes." But New World Landing still does a steady business.

Old-world elegance is captured at New World Landing. Each of the three dining rooms has a distinctive motif: One is French, one is Spanish, and one is old-style American with paintings of turn-of-the-century Pensacola. The menu is a similar blend, with seafood (from the Gulf Coast) prepared according to traditional French, Spanish and American recipes.

4 EAST NORTH CENTRAL

Location: New Richmond, WI
NRA member: Ed Schurmeier
Operation: The Next Door Cafe
Profile: Full service family restaurant
In business: 12 years
Seats: 115
Meals served: Breakfast, lunch, dinner

Last year, six competing restaurants opened up shop near the Next Door Cafe. This competition, combined with the recession in the surrounding farm areas, led to a decline in business for the family restaurant, according to owner **Ed Schurmeier.** But Schurmeier says this year tourists and residents are filling up tables.

The Next Door Cafe isn't next door to anything in particular. The Schurmeiers borrowed the name from a restaurant they visited while on vacation—liking its homey touch. In their cafe, they strive for an atmosphere that lives up to the name. Country artifacts predominate, and the walls of the restaurant are filled with the honors and photographs of a local high school band that has gained national prominence. The band even traveled to Washington, D.C., to perform during the Carter administration. "We like to promote our own," says Schurmeier.

5 EAST SOUTH CENTRAL

Location: Wildersville, TN
NRA member: Stephen K.

McDaniel
Operation: Cotton Patch Restaurant
Profile: Full service restaurant
In business: 7 years
Seats: 150
Meals served: Breakfast, lunch, dinner

Located directly off I-40, midway between Nashville and Memphis, the Cotton Patch is doing a good business this summer. "There are more tourists on the road, which means more potential customers for us," explains owner **Stephen McDaniel.** McDaniel estimates that 70 percent of his business comes from travelers.

The Cotton Patch is located near old cotton fields, hence its name. It is also located near an historic Civil War battlefield, so the restaurant is filled with swords, guns, saddles and other relics from the war as well as limited-edition prints of local battlefield scenes.

McDaniel describes the Cotton Patch menu as "full, to satisfy the many different kinds of people who make up our clientele." Pork barbecue is a big favorite, followed by steaks and catfish.

Once a year McDaniel hosts an anniversary party which features live entertainment and a cotton-picking contest.

6 WEST NORTH CENTRAL

Location: Pleasant Hill, MO
NRA member: Jean Taylor
Operation: The Occasion Restaurant
Profile: Full service restaurant
In business: 2 years
Seats: 145
Meals served: Breakfast, lunch, dinner

Business has been up and down at the two-room Occasion Restaurant. Situated in a farming community, the farm crisis has definitely hurt business. But owner **Jean Taylor** says the restaurant's casual front room is regularly full of local farmers, so the restaurant has been able to create a niche in spite of the economy. "The more upscale, dimly-lit back room fills with bankers and white-collar professionals," explains Taylor. "Our customers gravitate to whichever area seems most comfortable."

Regardless of their seating preference, all customers have their choice of steaks, seafood or Italian entrees. While most items on the menu are fairly traditional—lasagna and spaghetti with meatballs are the big sellers among the Italian entrees—all items are homemade and prepared on the premises. Typical of the Midwest, the most popular item on the menu is prime rib—particularly when served in combination with spiced shrimp. Items such as biscuits and gravy give the menu a country flair.

7 WEST SOUTH CENTRAL

Location: Dallas, TX
NRA member: Bill Gross
Operation: Chip's Old Fashioned Hamburger
Profile: Self-service restaurant
In business: 5 years
Seats: 100
Meals served: Lunch, dinner

The oil crisis has hurt many upscale restaurants in Dallas. But the silver lining is that many less expensive restaurants have benefited—including Chip's Old Fashioned Hamburger. "People are now more inclined to think of us when they want to eat out," reports owner **Bill Gross.**

Chip's Old Fashioned Hamburger is located in a converted fire station, and many old fixtures still remain. A brick interior, tile floor, tin ceiling and copper-top counter are all reflections of the building's roots. At Chip's, customers place their order at the counter and wait until their name is called. And what do they generally wait for?—hamburgers, of course, cooked to order over an open griddle. Specialty toppings include bacon and hickory sauce or chili with jalapeno peppers. For non-burger lovers, Chip's also serves baby-back spareribs, charbroiled chicken, chicken fried steak and salads.

8 MOUNTAIN

Location: Las Cruces, NM
NRA member: Jacque Divyak
Operation: Desert Rose Cafe
Profile: Full service restaurant
In business: 5 years
Seats: 75
Meals served: Lunch, dinner, Sunday brunch

The economy in Las Cruces is much better this year than last, reports **Jacque Divyak,** co-owner of the Desert Rose Cafe. Interest rates and gas prices are down, and traffic through the small town at the southernmost tip of New Mexico is up. But since Las Cruces is off the beaten tourist path, "we're not directly affected by the tourism boom," says Divyak. "But tourism does affect the people that affect us. Our customers—local residents and people from nearby El Paso—are doing better, so they are able to come in more often."

The Desert Rose Cafe combines a number of design elements to create a unique look: A stucco roof outside says arid desert, stained glass windows in one dining room say formal elegance, and neon lights depicting two people dancing say high tech in another dining room. The Southwestern cuisine also changes. Steak, such as chili-stuffed tenderloin, and seafood, are most popular at night. Lighter sandwiches and salads are featured at lunch.

9 PACIFIC

Location: San Francisco, CA
NRA member: Jeffrey Pollack
Operation: The Shadows
Profile: Full service restaurant
In business: 54 years
Seats: 99
Meals served: Dinner

For 53 years, The Shadows was a popular German restaurant in San Francisco. Then, last year the restaurant closed for two months and reopened as a French restaurant. "The change reflects people's interest in lighter cuisine," explains owner **Jeffrey Pollack.** So far, he says, the change has been successful.

The restaurant was remodeled to look like an actual French chateau, both inside and out. But even more dramatic was the change in menu. Entrees now range from "steamed redfish with julienne vegetables wrapped in lettuce" to "saddle of lamb with garlic cream sauce" and desserts include such items as homemade persimmon ice cream.

To woo new customers to the restaurant, the dining room is closed to the public once a month and opened only to invited guests. On these evenings, the chef serves experimental dishes accompanied by wines from California's wine country.

—Anne Papa

Telling it like it is

The tourists who eat at Perry's of the Keys, a family restaurant in Key West, FL, know exactly what they are getting when they pay $2.25 for a grilled cheese sandwich. That's because it is spelled out in black and white on the placemats.

"Paradise isn't cheap," read the placemats at Perry's. "No, our grilled cheese sandwich does not cost us $2.25. But our monthly expenses are . . ." and the copy proceeds to outline Perry's monthly operating expenses, including utilities, such as electricity, gas and water as well as variables, such as waste and breakage. The last line reads, "I hope I've convinced you not to open a restaurant. I would like to have a monopoly."

Gus Boulis, owner of Perry's, decided to print the placemats because customers complained about his steep prices. The placemats have become such a novelty item among tourists, reports manager Margaret Hren, that the restaurant gives away an average of 100 per day. Have the complaints about high prices stopped? "Not noticeably," says Hren.

—RESTAURANTS USA
interview

Secret snacks of top chefs

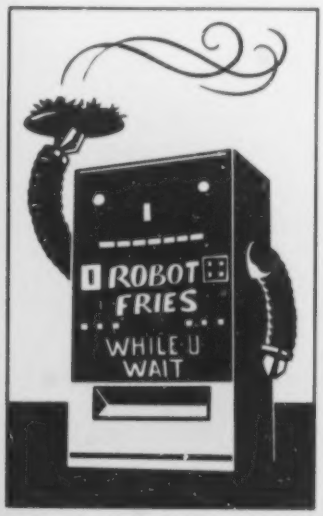
When New York City's top chefs and restaurateurs want a snack, they don't necessarily reach for *foie gras* or salmon mousse. For instance, Joe Baum, owner of the glamorous new Aurora restaurant, says he favors "anything from any streetcorner that has fried onions." Larry Forgione of 2 A.M. is a bit more discriminating; his favorite snack is soft pretzels from vending carts. "Although," he complains, "they aren't as fresh as they used to be. They put them in a heating cart and they get soggy, and the salt falls off."

Barry Wine, owner of the posh Quilted Giraffe restaurant, says he is a "10-Oreo-a-day person." He has even created his own version of the popular cookie for the Giraffe's menu, consisting of white chocolate mousse filling between two cocoa-flavored pizelles. And Alfred Portale, owner of the Gotham Bar and Grill in Greenwich Village, says he doesn't eat junk food—since pizza is technically nutritious and does not qualify.

—New York Times

Faster than fast food

French fries will be as readily available as instant cash at automatic teller machines, if entrepreneur William Bartfield has his way.



Bartfield is the founder of Prize Frize, the world's first french fries vending machine. How does a Prize Frize machine work? Each machine is equipped with a small "robot cooker," which actually slices off a portion of potato concentrate, cooks it in oil and serves it on a platter with little packages of salt and ketchup—all for 75 cents and in less than two minutes.

Prize Frize machines are currently being introduced in San Diego and Sacramento as a pilot for a gradual rollout. Bartfield says Prize Frize won't hurt fast-food store sales, but could damage the potato chip market. "The world appetite for fries seems to be insatiable," he says.

—Advertising Age

Grandparents closeup

A record 49 million U.S. adults are grandparents, according to a survey released by *Grandparents* magazine, a special interest publication published by *Better Homes and Gardens*. The average number of grandchildren per grandparent is 3.4.

The survey also found that 82 percent of the grandparents own their own homes, 72 percent live in one-to-two-person households and almost all live apart from their grandchildren.

The median age of America's grandparents is 61 years. Predictably, 59 percent are female and 41 percent are male. Sixty-eight percent are currently married.

As far as grandchildren are concerned, 22 percent of the grandparents surveyed have one or two grandchildren under one year of age. Twenty-seven percent have grandchildren who are one to two years old, and 20 percent have adult grandchildren. The largest category of grandchildren—47 percent—are between the ages of six and 11.

—Better Homes and Gardens

Presenting **Washington: What's the ROI?**

The National Restaurant Association's
Second Annual Public Affairs Conference
September 22–24, 1986

The Park Hyatt Hotel
Washington, DC
Conference fee: $175

Let your voice be heard in Washington

Like it or not, government is our constant partner. From the wages we pay our employees to the food we serve our customers, Uncle Sam's long arm reaches into every facet of our operation. Wage and hour laws, food safety regulations, taxes, and OSHA and EEOC rules—they all affect the way we conduct business.

What can we do about it? How can we get a better return on our "investment" in government? It's simple—get involved. We owe it to ourselves and our industry to make our voices heard in Washington. That's why the National Restaurant Association is sponsoring **Washington: What's the ROI?**, a Public Affairs Conference for foodservice operators.

Building on the success of last year's conference, we are again offering you the opportunity—and challenge—of coming to Washington to meet with public officials and to discuss with them the issues facing our industry. We'll tell you how to communicate effectively with your elected representatives, and show you how involvement in the political process can pay dividends in better and more responsive government.

Confirmed speakers include Labor Secretary William Brock, Health & Human Services Secretary Otis Bowen, Senate Budget Committee Chairman Pete Domenici (R-N.M.), Pulitzer Prize-winning commentator George Will and political observer Fred Barnes. Also invited are Senator Edward Kennedy (D-Mass.), House Majority Leader Jim Wright (D-Tex.) and House Republican Whip Trent Lott (R-Miss.).

The conference will feature panel discussions with Administration officials in the labor, tax and food safety areas, and a congressional reception honoring House and Senate members. But most important, we'll arrange appointments for you to visit your representative and senators in their Capitol Hill offices to talk about foodservice issues.

Maximize *your* return on investment in government. Mark your calendar now for **Washington: What's the ROI?**, September 22–24, at the Park Hyatt Hotel in Washington. For more information or to register, contact the NRA Government Relations Department: 800/424-5156 (toll-free) or 202/638-6100. Or write us at 311 First Street, N.W., Washington, DC 20001.